

CITY COUNCIL MEETING

MUNICIPAL COMPLEX, EILEEN DONDERO FOLEY COUNCIL CHAMBERS, PORTSMOUTH, NH
DATE: MONDAY, AUGUST 5, 2024 TIME: 7:00PM

Members of the public also have the option to join the meeting over Zoom, a unique meeting ID and password will be provided once you register. To register, click on the link below or copy and paste this into your web browser

https://us06web.zoom.us/webinar/register/WN_eOGphEa4Rxyd-NSk6RNtvg

5:15PM - ANTICIPATED NON-PUBLIC SESSION IS BEING HELD IN CONFERENCE ROOM A

1. COLLECTIVE BARGAINING AGREEMENT IN ACCORDANCE WITH RSA 91-A:3 II (a)
2. CONSIDERATION OF THE ACQUISITION OF REAL PROPERTY WITH RSA 91-A:3 II (d)
3. CONSIDERATION OF LEGAL ADVICE IN ACCORDANCE WITH RSA 91-A:3 II (l)

AGENDA

- I. WORK SESSION
- II. PUBLIC DIALOGUE SESSION [when applicable – every other regularly scheduled meeting] – **N/A**
- III. CALL TO ORDER [7:00 p.m. or thereafter]
- IV. ROLL CALL
- V. INVOCATION
- VI. PLEDGE OF ALLEGIANCE

- VII. ACCEPTANCE OF MINUTES *(There are no minutes on for acceptance this evening)*

- VIII. RECOGNITIONS AND VOLUNTEER COMMITTEE REPORTS

- IX. PUBLIC COMMENT SESSION *(This session shall not exceed 45 minutes) – (participation may be in person or via Zoom)*

- X. PUBLIC HEARINGS AND VOTE ON ORDINANCES AND/OR RESOLUTIONS

Public Hearings/Second Reading of Ordinances

- A. Public Hearing/Second Reading of proposed Ordinance amending Chapter 10, Article 5A – Character-Based Zoning, Section 10.5A43.33 regarding Building and Story Heights of the Zoning Ordinance ***(Sample motion – move to pass second reading of the proposed zoning amendment to Chapter 10, Article 5A, Section 10.5A43.33 and to schedule third and final reading at the August 19, 2024 City Council meeting)***
 - PRESENTATION
 - CITY COUNCIL QUESTIONS
 - PUBLIC HEARING SPEAKERS
 - ADDITIONAL COUNCIL QUESTIONS AND DELIBERATIONS

- B. Public Hearing/Second Reading of proposed Parking Omnibus Ordinance amending Chapter 7, Article III – Traffic Ordinance, Section 7.330 A. - No Parking; Article III – Traffic Ordinance, Section 7.341 - Driving on Sidewalk; and Article XI, Section 7.1100 E., Speed Limits: 25 mph – Middle Street (***Sample motion – move to pass second reading and schedule third and final reading at the August 19, 2024 City Council meeting***)
- PRESENTATION
 - CITY COUNCIL QUESTIONS
 - PUBLIC HEARING SPEAKERS
 - ADDITIONAL COUNCIL QUESTIONS AND DELIBERATIONS

XI. CITY MANAGER’S ITEMS WHICH REQUIRE ACTION

A. CITY MANAGER CONARD

City Manager’s Items Which Require Action:

1. *Request to Schedule Work Session on Revaluation – Thursday, September 5, 2024
2. Request to Adopt Local Emergency Operations Plan
3. *Request to Appoint a Motor Vehicle Agent
4. *RFQ #52-24 Municipal Property at 35 Sherburne Road Status Update – Recommendations for Next Steps and Policy Decision Guidance Sought
5. South Meeting House Next Steps
6. *Request to Schedule a Public Hearing Regarding Supplemental Appropriation for the Hanover Street Garage Project
7. Request to Establish Polling Hours for State Primary & Presidential General Elections

XII. CONSENT AGENDA

- A. Request from Adam, Dean, Joe Leddy, & Jamieson Duston, 48 Maplewood LLC, to install a Projecting Sign at 48 Maplewood Avenue (***Anticipated action – move to approve the aforementioned Projecting Sign License as recommended by the Planning & Sustainability Director, and further, authorize the City Manager to execute the License Agreement for this request***)

Planning Director’s Stipulations:

- ***The license shall be approved by the Legal Department as to content and form;***
- ***Any removal or relocation of projecting sign, for any reason, shall be done at no cost to the City; and***

- ***Any disturbance of a sidewalk, street or other public infrastructure resulting from the installation, relocation or removal of the projecting sign, for any reason shall be restored at no cost to the City and shall be subject to review and acceptance by the Department of Public Works***

XIII. PRESENTATIONS AND WRITTEN COMMUNICATIONS

- A. Email Correspondence (***Sample motion – move to accept and place on file***)
- B. Letter from James Knudsen, Knudsen Burbridge, P.C. regarding Estate of Star C. Johnson, Parcel at Map 232, Lot 25 on Marjorie Street, expressing their intention to donate the parcel to the City (***Sample motion – move to refer to the Planning Board for report back***)
- C. Letter from Derek R. Durbin, Esq., regarding Release of Interest in Map 236, Lot 74 for 75 Longmeadow Lane (***Sample motion – move to refer to the Legal Department for report back***)
- D. Letter from residents of Islington Creek regarding zoning of 361 Hanover Street (***Sample motion – move to accept and place on file***)
- E. Letter from Eleanor Bird regarding the loud noises created by the fireworks (***Sample motion – move to accept and place on file***)
- F. Letter and Petitions from Lucille Therrien and residents of Connors Cottage regarding the proposed expansion of the Police Station (***Sample motion – move to accept and place on file***)
- G. Letter from Abigail Gindele requesting the city eliminate mosquito spraying (***Sample motion – move to accept and place on file***)

XIV. MAYOR McEACHERN

- 1. Appointments to be Considered:
 - Appointment of Scott Chaudoin to the Recreation Board
 - Reappointment of Deborah Chag to the Trees and Public Greenery Committee
- 2. Resignations:
 - Robin Albert from the Arts and Culture Commission
 - MaryLiz Geffert as an alternate to the Zoning Board of Adjustment***(Sample motion – move to accept with regret the resignations of Robin Albert and MaryLiz Geffert with a letter of thanks and appreciation for their service to the city)***
- 3. *Status of Indoor Sports Complex (***Sample motion – move to refer to the Recreation Board for report back***)

XV. CITY COUNCIL MEMBERS

(There are no items under this section of the agenda this evening)

XVI. APPROVAL OF GRANTS/DONATIONS

- A. *Acceptance of Great Bay Resource Protection Partnership Stewardship Grant - \$10,000.00 (***Sample motion – move to authorize the City Manager to enter into a grant agreement to accept and expend funds in the amount of \$10,000.00 from the Great Bay Resource Protection Partnership to conduct the Buffer Revival: Enhancing Freshwater Wetland Health and Community Awareness project***)

- B. *Acceptance of NHDES Coastal Program Coastal Resilience Grant - \$9,486.00 (***Sample motion – move to authorize the City Manager to enter into a grant agreement to accept and expend funds in the amount of \$9,486.00 from the NHDES Coastal Program to conduct the Resilient Wetlands: Enhancing Coastal Protection and Water Quality project***)

XVII. CITY MANAGER’S INFORMATIONAL ITEMS

- 1. *Community Policing Facility Update

XVIII. MISCELLANEOUS BUSINESS INCLUDING BUSINESS REMAINING UNFINISHED AT PREVIOUS MEETING

XIX. ADJOURNMENT [at 10:30 p.m. or earlier]

**Indicates verbal report*

**KELLI L. BARNABY, MMC/CNHMC
CITY CLERK**

LEGAL NOTICE

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**KELLI L. BARNABY,
MMC/CNHMC
CITY CLERK**

ORDINANCE #

THE CITY OF PORTSMOUTH ORDAINS

That Chapter 10, Article 5A - Character-Based Zoning, Section 10.5A43.33 regarding Building and Story Heights of the ZONING ORDINANCE of the City of Portsmouth, be amended as follows (deletions from existing language **stricken**; additions to existing language **bolded**; remaining language unchanged from existing):

Section 10.5A43.30: Building and Story Heights

10.5A43.33 For a **development with a mix of residential and non-residential uses** located within a CD4, CD4W, or CD5 **Character District** that is not located in an incentive overlay district and that contains at least one acre of **lot area**, the Planning Board may grant a conditional use permit to allow an additional **story** in height (up to **15 feet**); ~~for a houses, or duplexes, building type; and/or a mixed-use buildings where the building type is otherwise permitted by this Ordinance and;~~ if all of the following requirements are met:

- a) **Community Space** – The **development** shall have at least 50% of the property assigned and improved as a **community space**. Given the large scale of the **development**, the **community space** shall include a Plaza or Square of at least 5,000 sq. ft. per acre **and any combination of the following**; a Pedestrian Passage**way**; a Wide Pedestrian Sidewalk; ~~and/or~~ a Pedestrian Arcade; **and** a Pocket Park; a Playground, or a Public Observation Deck, **as further described and depicted in Figure 10.5A45.10**. Such **community space** shall **count** toward the required **open space** listed in Figures 10.5A41.10A-D (Development Standards). The size, shape, location and type of the **community space** shall be determined by the Planning Board and be based on the proposed land use and the **size** and location of the **buildings** within the **development**, and the **adjacent uses** and public amenities.
- b) **Workforce Housing** – ~~If multi-family dwelling units are proposed, {~~The **development** shall have either: 1) 10% of any proposed for sale **dwelling units** within a **development** shall be **workforce housing units** (**affordable** to a household with an income of no more than 100 percent of the **area median income** for a 4-person household); or 2) 5% of any proposed for rent **dwelling units** within a **development** shall be **workforce housing units** (**affordable** to a household with an income of no more than 60 percent of the **area median income** for a 3-person

household). Any **workforce housing units** shall be at least 600 sq. ft. in **gross floor areas** and be distributed throughout the **building** wherever **dwelling units** are located.

- c) Calculations for **workforce housing unit** requirements shall be rounded to the nearest whole number, with 0.5 and below being rounded down.
- d) The proposal is consistent with the findings, goals, and objectives of the Portsmouth Master Plan.

The City Clerk shall properly alphabetize and/or re-number the ordinances as necessary in accordance with this amendment.

All ordinances or parts of ordinances inconsistent herewith are hereby deleted.

This ordinance shall take effect upon its passage.

APPROVED:

Deaglan McEachern, Mayor

ADOPTED BY COUNCIL:

Kelli L. Barnaby, City Clerk

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**KELLI L. BARNABY, MMC/CNHMC
CITY CLERK**

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**KELLI L. BARNABY,
MMC/CNHMC
CITY CLERK**

ORDINANCE #

THE CITY OF PORTSMOUTH ORDAINS

That Chapter 7, VEHICLES, TRAFFIC and PARKING, Article III, Section 7.330 A, No Parking; Section 7.341, Driving on Sidewalk and Article XI, Section 7.1100 E, Speed Limit: 25 of the ordinances of the City of Portsmouth be amended as follows (deletions from existing language **stricken**; additions to existing language **bolded**; remaining language unchanged from existing):

[Explanatory note not part of ordinance. The following amendments to the parking ordinance were either implemented by the Parking and Traffic Safety Committee on a trial basis last year or are part of ongoing improvements to the parking ordinance and are forwarded to the City Council for approval. Each ordinance change is shown on diagrams attached hereto.]

A. Amend: Chapter 7, Article III – TRAFFIC ORDINANCE, Section 7.330, NO PARKING.

A: Unless otherwise designated by ordinance, parking shall be prohibited at all times in the following described streets and locations:

- 52. Greenland Road:
 - a. northerly side from westerly boundary of neighborhood business zone to easterly side of I-95, including the turnaround.
 - b. **both sides, between Islington Street and Park and Ride Lot**
- 62. Islington Street
 - i. **both sides between Greenland Road and Plains Avenue**
- 80. Mechanic Street:
 - e. westerly side, between Gardner Street and **Hunking Pickering** Street.

B. Amend: Chapter 7, Article III – TRAFFIC ORDINANCE, Section 7.341: DRIVING ON SIDEWALK

The driver of a vehicle, **including all classes of electric bicycles, electric scooters, electric skateboards, and electric unicycles**, shall not drive within any sidewalk area except at a permanent or temporary driveway.

C. Amend: Chapter 7, Article XI – SPEED LIMITS, Section 7.1100 E, Speed Limits: 25 MPH

Section 7.1100: SPEED LIMITS

Where a lower speed is not required for compliance with RSA **262-A5:60 through 265:67**, the speed limit of any motor vehicle not in excess of the limit specified in this subsection

shall be prima facie lawful, but any speed in excess of the limits specified in this subsection shall be prima facie evidence that the speed is not reasonable and prudent and that it is unlawful.

E. Speed Limit: 25 MPH

11. Middle Street

The City Clerk shall properly alphabetize and/or re-number the ordinance as necessary in accordance with this amendment.

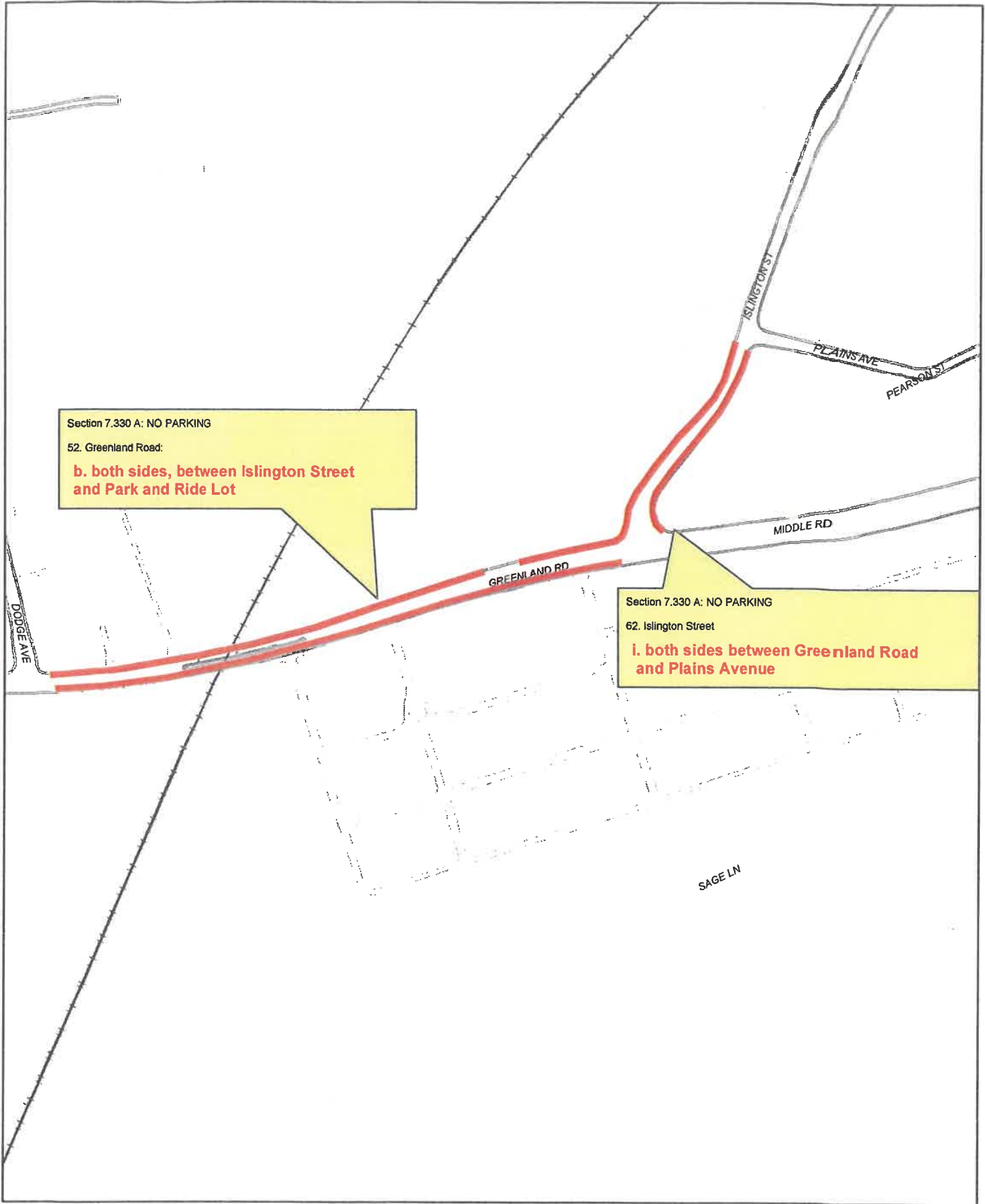
All ordinances or parts of ordinances inconsistent herewith are hereby deleted.

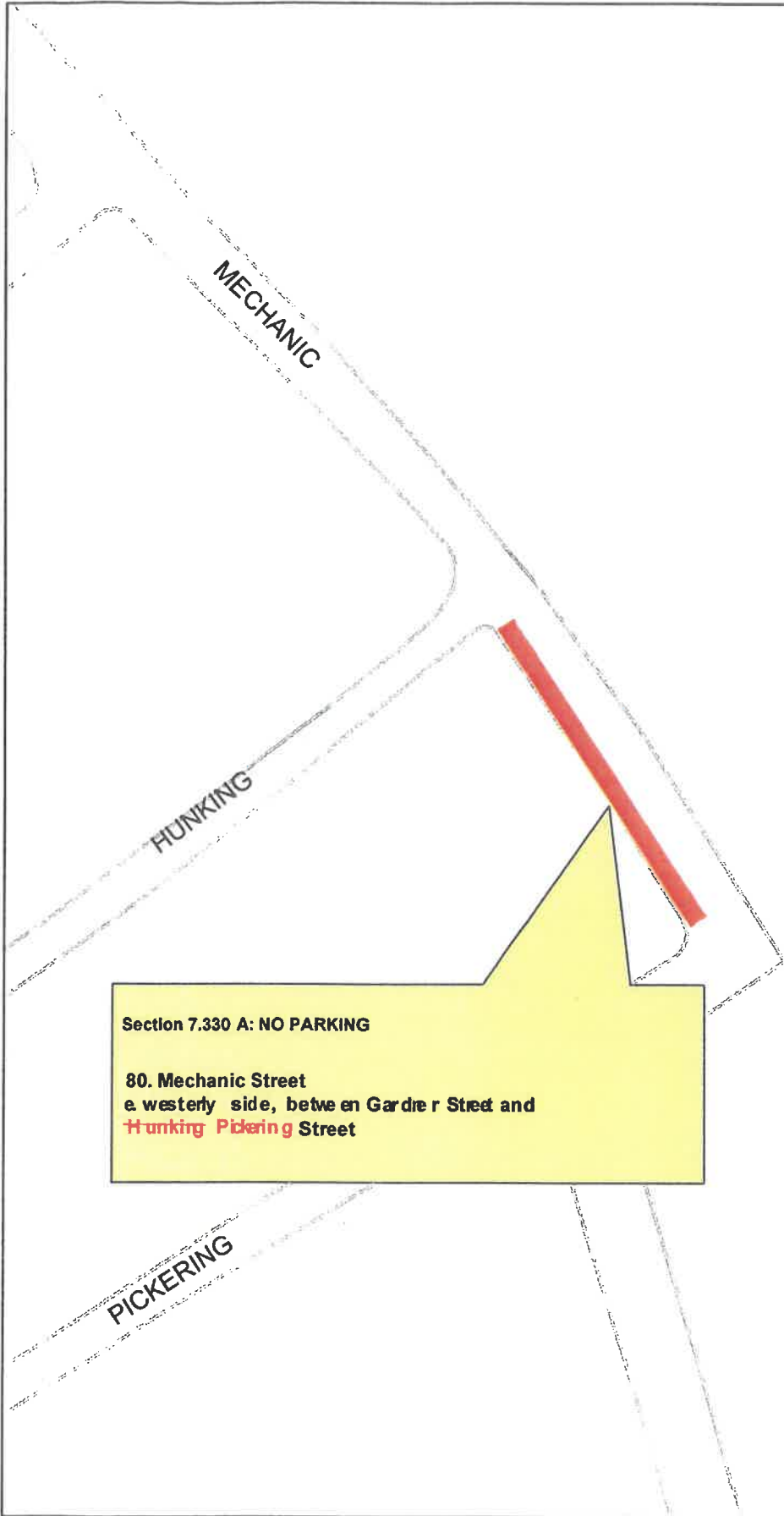
This ordinance shall take effect upon its passage.

APPROVED:

Deaglan McEachern, Mayor

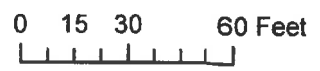
ADOPTED BY COUNCIL:

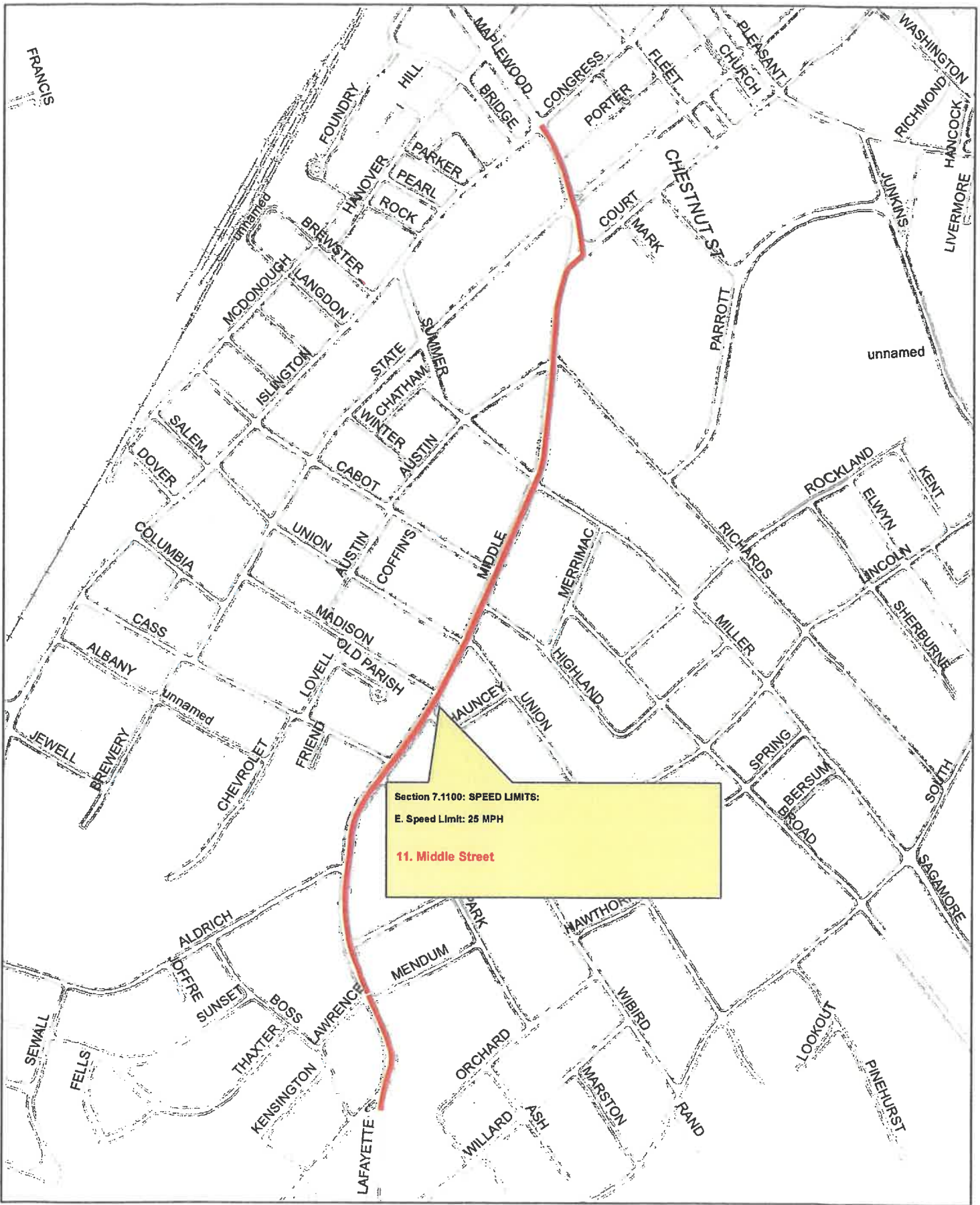




Section 7.330 A: NO PARKING

**80. Mechanic Street
e westerly side, betwe en Gardie r Street and
Hunking Pickering Street**







Karen S. Conard
City Manager

CITY OF PORTSMOUTH

City Hall, One Junkins Avenue
Portsmouth, New Hampshire 03801
kconard@cityofportsmouth.com
(603) 610-7201

Date: August 1, 2024

To: Honorable Mayor McEachern and City Council Members

From: Karen S. Conard, City Manager

Re: City Manager's Comments on City Council Agenda of August 5, 2024

X. Public Hearing and Vote on Ordinances and/or Resolutions:

A. Public Hearing and Second Reading of Proposed Ordinance Amending Chapter 10, Article 5A – Character-Based Zoning, Section 10.5A43.33 Regarding Building and Story Heights of the Zoning Ordinance:

At the June 3, 2024 City Council meeting, staff brought [an amendment to Article 5A Character-Based Zoning, Section 10.5A43.33](#), seeking clarification from Council on the original intent of this zoning amendment adopted by Council in August of 2023. The amendment pertains to properties that contain at least one acre in size and are located within CD4, CD4W, and CD5 Character Districts and are not located within an incentive overlay district. These properties, through a Conditional Use Permit, may add a story (up to 15 feet in height), a duplex or house building type or a mixed-use building in exchange for providing 50% community space and workforce housing. As currently written, the language could be interpreted to allow the incentive of an extra story for a mixed-used development without residential units by providing only the community space requirement and no workforce housing.

The Council affirmed its intent that only mix-use buildings with residential units that include both workforce housing and community space are entitled to receive the incentive provided in Section 10.5A43.33 and referred an amendment clarifying its intent to the Planning Board.

The Planning Board held a public hearing on June 20, 2024 and did not receive any public comment on the amendment. The Board approved the amendment that clarified the ordinance consistent with the Council's intent and made additional, minor non-substantive edits to further clarify the ordinance language beyond what was referred by City Council.

The Planning Board also had discussion about the 50% community space requirement in Section 10.5A43.33(a). Some members thought this requirement would deter applicants from using the incentive because of the percentage of community space required. The Board did not make a recommendation to the Council on this issue but wanted the Council to be aware of its concerns and discussion on this matter.

At the July 15, 2024 City Council meeting, the Council held first reading and voted to hold a public hearing and second reading at the August 5, 2024 meeting.

I would recommend that the City Council move to pass second reading of the proposed zoning amendment to Chapter 10, Article 5A, Section 10.5A43.33 and to schedule third and final reading at the August 19, 2024 City Council meeting.

B. Public Hearing and Second Reading of Proposed Parking Omnibus Ordinance Amending Chapter 7, Article III – Traffic Ordinance, Section 7.330 A., No Parking; Article III – Traffic Ordinance, Section 7.341 – Driving on Sidewalk; and Article XI, Section 7.1100 E., Speed Limits: 25 MPH – Middle Street:

Attached please find the annual omnibus set of ordinances recommended by the Parking and Traffic Safety Committee to be presented to the City Council. This year's omnibus changes are detailed on the attached sheets, and address amendments to the parking ordinance regarding no parking, driving on sidewalk, and speed limits.

By way of background, on March 29, 2000, the City Council adopted Ordinance #4-2000 under Chapter 7, Article I, Section 7.103 of the Vehicles, Traffic and Parking Ordinance. This ordinance was adopted in order to be more responsive to the changing parking needs of downtown. Before its adoption, it often took three readings of the City Council to simply change a parking space from a 2-hour time restriction to a 15-minute one. This process would often take 3-4 months to complete.

The current ordinance authorizes the Parking and Traffic Safety Committee to recommend temporary parking and traffic regulations to the City Council for its approval in the form of its monthly meeting minutes. Once the Council approves these minutes, the temporary regulations are in effect for a period not to exceed one year. During that year the Council and the public have the benefit of seeing how a temporary regulation works before adopting it as a permanent change to the parking ordinance. These temporary regulations are presented at one time to the Council for its consideration. If adopted, the following sections of the parking ordinance would be amended: [Chapter 7, Vehicles, Traffic and Parking, Article III, Traffic Ordinance, Section 7.330 A, No Parking; Section 7.341, Driving on Sidewalk](#) and [Chapter 7, Article XI, Speed Limits, Section 7.1100 E, Speed Limit: 25 MPH.](#)

The attached amendments to Chapter 7 for the Council's consideration summarize the temporary regulations implemented by the Parking and Traffic Safety Committee over the past 12 months.

I recommend that the City Council move to pass second reading and schedule third and final reading at the August 19, 2024 City Council meeting.

XI. City Manager's Items Which Require Action:

1. **Request to Schedule Work Session on Revaluation:**

I would like to request a work session on Thursday, September 5, 2024 at 5:00 p.m. on the topic of Revaluation. City Assessor Rosann Lentz expects to have data available to brief the City Council by that date and she intends to schedule an additional meeting for the public. She will also make available informational resources online to help taxpayers understand and evaluate their new assessments when they receive them later in August.

I recommend that the City Council move to schedule a work session on the topic of Revaluation on Thursday, September 5, 2024 at 5:00 p.m.

2. **Request to Adopt Local Emergency Operations Plan:**

I am requesting that the City Council adopt [the attached Local Emergency Operations Plan](#).

The Local Emergency Operations Plan (EOP) establishes a framework for the City and its partners to provide assistance in an expeditious manner in the event of a perceived, potential or actual disaster or emergency. The main body of this plan is a general guide for preparedness, response and recovery that may be applied to a variety of situations.

The purpose of the EOP is to provide strategic and operational guidance aimed at facilitating the delivery of all types of local emergency management assistance to the residents and visitors of Portsmouth and others with whom there are mutual aid agreements/compacts in place, and to help reduce the consequences of disasters and emergencies.

This Plan is the product of a collaboration between multiple City Departments, staff and area service agencies following NH Homeland Security and Emergency Management guidance, and Federal Emergency Management Agency (FEMA) recommendations. The Plan is regularly updated by the Emergency Management Team and State to ensure adequate preparedness and a formal review and update is done every five years. The format of the Plan is consistent with the State of New Hampshire Emergency Operations Plan and the National Response Framework (NRF), using the ESF (Emergency Support Functions) concept and approach.

Upon being implemented by the City, this Plan will provide the basis for coordinating protective actions before, during, and after any disaster. Additionally, this Plan will help coordinate the necessary actions to respond to an emergency and organize the links between local governments, neighboring states, and federal response, and to unify the efforts of government, volunteers, and the private sector for a comprehensive approach to reducing the impacts of emergencies and disasters. The Plan will be reviewed and updated annually, and maintained by the Emergency Management Team for accuracy and to ensure it is still serving the City's planning needs, until its formal review period begins again. This plan needs to be adopted and executed by the City prior to August 31st to comply with the Grant Agreement with NH Department of Safety for funding.

I recommend that the City Council move to adopt the proposed Local Emergency Operations Plan as presented.

3. **Request to Appoint a Motor Vehicle Agent:**

A Municipal Registration Agent is an appointed Municipal Official who serves as an agent of the State of New Hampshire authorized to process registration and title transactions on behalf of the NH Division of Motor Vehicles (DMV).

Since the departure of former Tax Collector Nancy Bates from the City, Deputy Tax Collector Ed Gioioso has served as the de facto Agent. The DMV has requested that Portsmouth formalize our appointment of this Agent. This is an important step in ensuring our continued service to residents with motor vehicle registrations and title transactions.

We have compiled the required documentation to support the Municipal Registration Agent Application. The final element is for the City Council to approve the appointment of our applicant. Proof of such will complete the requirements of the DMV.

I recommend that the City Council move to approve the appointment of Deputy Tax Collector Edward Gioioso as the Municipal Registration Agent for Motor Vehicles in the City of Portsmouth.

4. **RFQ #52-24 Municipal Property at 35 Sherburne Road Status Update - Recommendations for Next Steps and Policy Decision Guidance Sought:**

In May 2024, the City issued a Request for Letters of Interest and Statements of Qualifications from real estate developers and other entities regarding their capacity to design and construct permanent, below-market rate housing on municipally owned property at 35 Sherburne Road. An internal selection committee was created to support the review and evaluation process consisting of the following staff: Joe Almeida, Peter Britz, Sean Clancy, Jillian Harris, Peter Rice, Howard Snyder, Peter Stith and Shanti Wolph, with legal assistance from Jennifer Smith and Trevor McCourt.

Eight development firms responded to this Request. The submittals were scored using the criteria established in the RFQ which included, among other criteria, experience with below market rate housing and professional qualifications. The four highest scoring firms listed below were invited to participate in interviews held during the second week of July:

- Avesta Housing
- Pennrose
- Portsmouth Housing Authority
- Preservation of Affordable Housing

The purpose of the interviews was to both better understand the capabilities of the four development entities and inform a potential Request for Proposal which would provide greater conceptual consideration for this unique site. The four teams were given questions in advance for consideration and inclusion in their presentation which included:

- Would it be more advantageous for the City to sell the site with housing covenants rather than convey the necessary rights through a long-term lease?
- Would the opportunities for housing at this site be improved if the City allowed the existing building to be demolished or is there a reasonable reuse potential for the existing building?
- What is the optimal range, mix and/or type of below-market housing to best build community, create financial stability and ensure a long-term successful project?
- If the existing ballfield is impacted, what are other opportunities at this site for recreation and community space?
- Are there any site/utility/transportation or other challenges you identify as important to explore or address early in the process?
- What special considerations in site design and construction do you anticipate due to the proximity to the highway?
- What are potential funding opportunities for projects of this type?

Provided below is housing data from New Hampshire Housing for your consideration as you consider the recommendations which follow and to provide staff with input and guidance moving forward. This data outlines household incomes, income limits and rent limits for housing programs based upon US Department of Housing and Urban Development (HUD) guidelines, all of which are used as guidelines for any federal tax subsidy housing program.

HUD considers the City of Portsmouth in the Portsmouth-Rochester, NH statistical area, and has determined the area median family income (AMI) to be \$131,200. It is noted that the median family income in New Hampshire is \$119,900, with the national AMI at \$97,800. The first table outlines HUD’S income limits by household size based upon the \$131,200 AMI.

Portsmouth-Rochester, NH				
2024 AREA PROGRAM INCOME LIMITS				
INCOME LIMIT	1 PERSON	2 PERSON	3 PERSON	4 PERSON
80% of AMI (LOW INCOME)	\$68,500	\$78,250	\$88,050	\$97,800
60% of AMI	\$55,140	\$63,000	\$70,860	\$78,720
50% of AMI (VERY LOW INCOME)	\$45,950	\$52,500	\$59,050	\$65,600
30% of AMI	\$27,550	\$31,500	\$35,450	\$39,350

The second table outlines HUD’s fair market and rental program limits by household size based upon the same \$131,200 AMI:

Portsmouth-Rochester, NH					
2024 AREA PROGRAM RENT LIMITS					
RENT LIMIT	EFFICIENCY/STUDIO	1 BEDROOM	2 BEDROOMS	3 BEDROOMS	4 BEDROOMS
FAIR MARKET	\$1,481	\$1,582	\$2,003	\$2,557	\$2,999
80%	\$1,712	\$1,834	\$2,201	\$2,543	\$2,836
60%	\$1,378	\$1,476	\$1,771	\$2,046	\$2,283
50%	\$1,148	\$1,230	\$1,476	\$1,705	\$1,902

The interviews yielded purposeful content and dialogue. Insights gained by the selection committee are provided below as recommendations to, with input and guidance requested from, the City Council at this juncture in the process:

- A Request for Proposals (RFP) is issued to the four interviewed entities.
- The RFP would include a specific request for two conceptual redevelopment options – one showing adaptive reuse of the existing building and another showing the redevelopment of the entire site without the existing building. Both options must show potential opportunities which are sensitive to the context of the site and the neighborhood.
- A public outreach and engagement program with area residents will be a critical component of any redevelopment effort for the site. A clearly articulated community engagement plan shall be a required element in submittals.
- Green building/passive house design shall be a desired element in the evaluation of submittals.
- The proposal should clearly describe the mix of housing types to be included (for sale, rental (including mix of bedrooms), mixed income, etc.).
- The City will contract with a third-party consultant with specialized professional services pertaining to the analysis of subsidized housing development proformas.

In preparation of an RFP, and based upon feedback received from the four interviewed teams, we need input and guidance from the City Council on the following:

Disposition of the existing building: Better overall master planning of all components of a new neighborhood could be achieved if the existing building is removed. It would be valuable to review proposals that include removal. Alternatively, there may be grants, tax credit programs, and other funding mechanisms available that could support adaptive reuse of the existing building if it were redeveloped into housing. However, it is not clear if the former school qualifies for these programs. If the building were to remain, how should it be repurposed: for additional housing units, or for neighborhood and community-based uses accessible to the general public?

Mix and Type of Housing: Submittals should include a recommendation regarding the mix and type of housing to meet the community’s need for below market housing. Staff recommends that the focus be on rental units only with a mix of income levels with a mix of 1,2 and 3 bedrooms. It would be helpful for proposers to know if there is acceptance for fair market rate housing in the mix that might be required to support/offset housing units at or below 60% AMI.

Additional Municipal Support: Submittals should identify if their proposal is dependent upon financial support from the City.

Ground Lease or Other Ownership Model: Based on the interviews, staff recommends that submittals be limited to proposals which envision a long-term ground lease (a lease over 70 years and typically as long as 99 years is considered as fee simple by financing entities).

Impact on the Softball Field and alternative open or recreational space: Are there any criteria or programming needs for open space that should be suggested or required as part of this redevelopment project? Of note: the second athletic field currently in design with construction set for spring of 2025 will include a softball field.

Staff is prepared to issue an RFP in August should this be the desired path forward.

I recommend that the City Council move to authorize the City Manager to prepare and issue a Request for Proposals to the four entities interviewed which encompasses the feedback received this evening.

5. **South Meeting House Next Steps:**

The City received a single proposal in response to RFP 58-24 - South Meeting House Reuse. That proposal is from the Schleyer Foundation (Foundation) and includes Chinburg Builders, ARCoVe Architects, and the Portsmouth Music and Arts Center (PMAC). [Please see the attached proposal](#). The City did not receive a proposal from the VFW. Instead, they provided a letter indicating their decision not to propose on the project.

City staff views the Schleyer Foundation proposal as responsive and strong. The Foundation proposes a significant investment in the historic structure along with an ongoing maintenance program. The proposed re-use supports the City Council’s ongoing support of the arts community and includes a well-established partner in PMAC. The proposal team has a history of success, the most recent example of which is the Carey Cottage restoration. City staff conducted an initial interview with the Foundation and team on July 30, 2024 as part of the City’s initial due diligence. At this juncture, City staff is looking for confirmation that the City Council will support this proposal in concept.

If the City Council views this proposal favorably, staff will work with the Foundation to develop the legal documents necessary to bring this reuse forward for further consideration by the City Council. Staff further recommends scheduling a public meeting for the Foundation to present its proposal to the community and to gather public input.

I recommend that the City Council move to authorize the City Manager to begin the negotiation of documents necessary to implement the proposal and to schedule a public meeting for the Schleyer Foundation to share its concept with the public and gather input.

6. **Request to Schedule a Public Hearing Regarding Supplemental Appropriation for the Hanover Street Garage Project:**

I would like to request that the City Council hold a public hearing for approval of a supplemental appropriation for the Hanover Garage project at the August 19, 2024 City Council meeting. The Hanover Garage is in year three of a three-year construction project which is scheduled to be complete in August of 2025. An additional \$1 million in funding is needed to complete the project, due to material and labor prices which per contract are adjusted annually, unforeseen conditions encountered during construction, and additional work in support of pedestrian access and traffic flow improvements requested by the City.

Original Contract Sum: \$6,298,192

Change Orders to Date: \$167,052

Current Contract Sum: \$6,465,244

It is anticipated that an additional \$1 million is be needed to complete the renovations. The proposed funding source is the Parking Division's fund balance, which was established to offset the loss of revenue due to construction and to provide contingency funding for project costs. Staff will provide supporting documentation as part of the City Council packet for the August 19th City Council meeting.

Currently Parking Fund balance net of FY24 and FY25 budget appropriations is \$3.3 million. The use of an additional \$1 million would leave a balance of \$2.3 million.

I recommend that the City Council move to schedule a public hearing and vote to authorize a supplemental appropriation of \$1 million from the Parking Division fund balance.

7. **Request to Establish Polling Hours for State Primary and Presidential General Elections:**

[Attached please find a memorandum from City Clerk Barnaby regarding polling hours](#) for the State Primary on September 10, 2024 and the Presidential Election on November 5, 2024.

I recommend that the City Council move to approve the polling hours as presented below:

- *Polling hours for September 10, 2024, State Primary Election be established from 8:00 a.m. - 7:00 p.m.; and*
- *Polling hours be expanded for the Presidential General Election on November 5, 2024, from 8:00 a.m. – 8:00 p.m.*

XII. Consent Agenda:

A. Projecting Sign Request at 48 Maplewood Avenue:

Permission is being sought to install two projecting signs at [48 Maplewood Avenue](#) that extend over the public right of way, as follows:

Two signs as follows:

Sign dimensions: 32” x 13”

Sign area: 2.8 sq. ft. per sign

The proposed signs comply with zoning requirements. If a license is granted by the City Council, no other municipal approvals are needed. *Therefore, I recommend approval of a revocable municipal license, subject to the following conditions:*

- 1) The license shall be approved by the Legal Department as to content and form;*
- 2) Any removal or relocation of the signs, for any reason, shall be done at no cost to the City; and*
- 3) Any disturbance of a sidewalk, street or other public infrastructure resulting from the installation, relocation or removal of the signs, for any reason, shall be restored at no cost to the City and shall be subject to review and acceptance by the Department of Public Works.*

XVI. Approval of Grants/Donations:

A. Acceptance of Great Bay Resource Protection Partnership Stewardship Grant - \$10,000:

The Planning and Sustainability Department is pleased to announce that the City has been awarded a FY2025/2026 land stewardship grant from the Great Bay Resource Protection Partnership in the amount of \$10,000 for the revitalization and continued stewardship of a freshwater wetland and wetland buffer in Portsmouth. These monies will help restore, maintain, and raise awareness for the importance of vegetated freshwater wetland buffers.

The Great Bay Resource Protection Partnership is a collaboration of conservation organizations in coastal New Hampshire that promotes landscape-scale land conservation and stewardship.

The project titled “Buffer Revival: Enhancing Freshwater Wetland Health and Community Awareness” will establish a 25’ vegetated buffer along a freshwater wetland at 850 Banfield Road in Portsmouth. This grant will fund site preparation needed to remove invasive plant species from the existing buffer and prepare the site for new plantings, the purchase of buffer plantings for a section of impaired wetland buffer, and a permanent educational sign. The City has committed to providing \$4,099 in match funds using staff time for planning, labor expenses and outreach efforts. In addition to a revitalized wetland buffer, this area will serve as a

demonstration project for the public to highlight proper wetland buffer stewardship and provide buffer stewardship educational tools.

I recommend that the City Council move to authorize the City Manager to enter into a grant agreement to accept and expend funds in the amount of \$10,000 from the Great Bay Resource Protection Partnership to conduct the Buffer Revival: Enhancing Freshwater Wetland Health and Community Awareness project.

B. Acceptance of NHDES Coastal Program Coastal Resilience Grant - \$9,486:

The Planning and Sustainability Department is pleased to announce that the City of Portsmouth has been awarded a FY2025/2026 Coastal Resilience Grant from the New Hampshire Department of Environmental Services (NHDES) Coastal Program in the amount of \$9,486 for the revitalization and continued stewardship of a coastal wetland buffer and a freshwater wetland buffer in Portsmouth. These monies will help restore, maintain, and raise awareness for the importance of vegetated wetland buffers.

The New Hampshire Coastal Program administers the Coastal Resilience Grants (CRG) Program, which provides funding for coastal community and habitat resilience projects. For the purposes of the CRG funding opportunity, coastal resilience is the capacity of a coastal community or coastal system to adapt in a changing climate – not only measured by the capacity to “bounce back” quickly from shocks and stresses like storms, but also, and perhaps more importantly, measured by the capacity to “leap forward” by fostering sustained and equitable achievement of community goals and ensuring the social, economic, environmental and cultural well-being of all peoples and habitats over the long-term.

The project titled “Resilient Wetlands: Enhancing Coastal Protection and Water Quality” will develop professional invasive management, planting, and long-term maintenance plans for the establishment of a 25’ vegetated buffer along a coastal wetland at Peirce Island and for a 25’ vegetated freshwater wetland buffer at 850 Banfield Road in Portsmouth. This project will directly fund a contract for a qualified landscape and ecological services company for the planning efforts, the design and construction services of two permanent educational signs describing the projects (one for each site), and postcard orders and mailings to all property owners with a wetland or 100’ wetland buffer on their property.

In addition to the grant funding, the City has committed to providing \$5,264 using staff time for planning, labor expenses and outreach efforts. These areas will serve as demonstration projects for the public to highlight proper wetland buffer stewardship and provide buffer stewardship educational tools.

I recommend that the City Council move to authorize the City Manager to enter into a grant agreement to accept and expend funds in the amount of \$9,486 from the NHDES Coastal Program to conduct the Resilient Wetlands: Enhancing Coastal Protection and Water Quality project.

XVII. City Manager's Informational Items:

1. **Community Policing Facility Update:**

City staff are prepared to share a verbal update regarding the proposed Community Policing Facility project.



**PORTSMOUTH, NH
EMERGENCY
OPERATIONS
PLAN**



**Draft
June 14, 2024**

THE OWNER OF THIS COPY OF THE PLAN IS:

Name

Title

Plan Number _____

Plans are worthless, but planning is everything. There is a very great distinction because when you are planning for an emergency you must start with this one thing: The very definition of "emergency" is that it is unexpected, therefore it is not going to happen the way you are planning.

-Dwight D. Eisenhower



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Cover Photos:

City Hall - (<https://www.cityofportsmouth.com/city/press-releases/city-hall-asks-residents-make-appointments-city-business-or-use-online-services>)

Police Station - (<https://www.seacoastonline.com/picture-gallery/news/2022/05/10/portsmouth-police-station-tour/9702116002/>)

Central Fire Station - (https://farm3.static.flickr.com/2538/3888199051_36936ae9fe_b.jpg)

DPW Facility - (<https://www.cityofportsmouth.com/city/press-releases/city-portsmouth-dpw-hosts-wastewater-treatment-system-101-program-public>)

**PORTSMOUTH, NH
EMERGENCY OPERATIONS PLAN – 2024**

General Table of Contents

ACKNOWLEDGEMENTS.....5

CHAPTER 1 – INTRODUCTION7

CHAPTER 2 – CRITICAL INFRASTRUCTURE & KEY RESOURCES & HAZARD ANALYSIS17

CHAPTER 3 – CONCEPT OF OPERATIONS25

CHAPTER 4 – ADMINISTRATIVE & FINANCE.....33

CHAPTER 5 – EMERGENCY SUPPORT FUNCTIONS41

CHAPTER 6 – RESOURCE INVENTORY 161

CHAPTER 7 – ADMINISTRATIVE DOCUMENTS & REFERENCE MATERIALS.....177

CHAPTER 8 – FORMS217

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ACKNOWLEDGEMENTS

This plan update reflects the 18 ESF format of the 2019 State of New Hampshire Emergency Operation Plan (SEOP).

Approval Notification Dates for 2024

NIMS resolution _____, 2024
 Adoption by the City _____, 2024
 Plan distribution by Mapping and Planning Solutions _____, 2024

Portsmouth Emergency Operations Planning Team

The City of Portsmouth would like to thank the following people for their time and effort spent to complete this Plan; the following people have attended meetings or have been instrumental in achieving this Plan:

- William McQuillenFire Chief & EMC
- Paul GarandAssistant Building Inspector
- Judie Belanger.....Finance Director
- Jane Ferrini.....Assistant City Attorney
- Sean ClancyAssistant Manager for E&CD
- Brian Goetz.....Deputy Director of PW
- Zach McLaughlinSuperintendent of SAU 52
- Ellen TullyWelfare Director
- Todd HenleyRecreation Director
- Patricia Ainsworth.....Chief Information Officer
- Ryan BabcockIT Engineer
- Christine FreeseLibrary Director
- Kelly Harper.....Human Resource Director
- Peter Britz.....Director of Planning & Sustainability
- Karen ConardCity Manager & EMD
- Kelli BarnabyCity Clerk
- Peter Rice.....Director of Public Works
- Monte BohananDirector of Communications
- Mark Newport..... Police Chief
- Stephanie Seacord Public Information Officer
- Kim McNamara Health Director
- Mike Maloney..... Deputy Police Chief
- Eric Eby..... Transportation Engineer
- Jason Cullen Interim Communications Supervisor
- Jason Gionet..... Assistant Fire Chief
- Joe Almeida Facilities Manager
- Kristin Shaw Deputy Health Director
- Brinn Sullivan Assistant Recreation Director
- David Keavey..... Police Department
- Toni McLellan..... Health Inspector
- Erich Fiedler..... City Engineer
- Paul Mayo..... American Red Cross
- Yosita Thanjai Seacoast Regional PHN
- Olin Garneau..... MAPS
- June Garneau MAPS

Thank you for your hard work and effort; this Plan would not exist without your knowledge and experience. Portsmouth would also like to thank the Federal Emergency Management Agency (FEMA) and NH Homeland Security & Emergency Management (HSEM) as the primary funding sources for the Plan.

Acronyms and abbreviations associated with titles above:

E&CD.....	Economic & Community Development
EMC.....	Emergency Management Coordinator
EMD.....	Emergency Management Director
HSEM	Homeland Security & Emergency Management
IT.....	Information Technology
MAPS	Mapping and Planning Solutions
PHN	Public Health Network
PW.....	Public Works
SAU	School Administrative Unit

For more acronyms and abbreviations, see Chapter 7

CHAPTER 1 – INTRODUCTION

Table of Contents

FOREWORD.....	9
EMERGENCY OPERATIONS PLAN (EOP) DEFINITION	10
EOP PURPOSE	10
EOP SCOPE	11
THE EOP AND NIMS & ICS	11
EOP STRUCTURE	12
SITUATION.....	13
<i>City Government</i>	13
<i>The City</i>	13
<i>Demographics & Housing</i>	13
<i>Education & Child Care</i>	13
<i>Natural Features</i>	14
<i>Transportation</i>	14
<i>Situation Summary</i>	14
PLANNING ASSUMPTIONS	14

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FOREWORD



The **Portsmouth, NH Emergency Operations Plan 2024 (EOP)** establishes a framework for local government to assist expeditiously in saving lives and protecting property in a disaster. The City appreciates the continuing cooperation and support from all the departments and agencies and the volunteer and private organizations contributing to this Plan's development and publication.

This Plan outlines the planning assumptions, policies, concept of operations, organizational structures, and specific responsibilities of the City's departments and agencies involved in coordinating the local, state, and federal response activities.

For ease of communication, the following will be referred to as:

- Portsmouth, NH Emergency Operations Plan 2024 the Plan or this Plan
- Portsmouth..... the City
- Emergency Management Director the EMD
- Emergency Operations Planning Team the Team
- Mapping and Planning Solutions MAPS
- Mapping and Planning Solutions Planner the Planner
- NH Homeland Security & Emergency Management..... HSEM
- Federal Emergency Management Agency FEMA

This Plan addresses one jurisdiction, the City of Portsmouth, NH.

EMERGENCY OPERATIONS PLAN (EOP) DEFINITION

The Portsmouth, NH Emergency Operations Plan 2024, hereafter referred to as the EOP or the Plan, is designed to address the response to consequences of disasters or emergencies that would affect the population or property within the City. The EOP applies to natural disasters such as inland flooding and high wind events, technological hazards such as long-term utility outages and aging infrastructure, human-caused hazards such as transport accidents and cyber events, and national security emergencies.

The EOP describes the mechanisms and structures the City would respond to potential or actual emergencies. The EOP incorporates a functional approach that groups the types of assistance into Emergency Support Functions (ESFs) (i.e., communications, transportation, etc.) to facilitate effective response operations. Each ESF is assigned a Lead or Co-Lead Agency, selected based on statutory authority, current roles and responsibilities, resources, and capabilities within the functional area. Other agencies have been designated as Support Agencies for one or more ESF(s) based on their expertise, resources, and capabilities to support the functional areas.

The Lead Agency is responsible for developing and maintaining the ESF documents and coordinating related tasks during emergency operations. The EOP does not contain detailed “how-to” instructions that must be known only by an individual or group responsible for performing the function. Standard operating procedures and guidelines are referenced as deemed appropriate.

EOP PURPOSE

The primary purpose of the EOP is to initiate, coordinate, and sustain an effective local response to disasters and emergencies. Secondary to this is to make each organization and department aware of its responsibility in all-hazard emergency operations. Upon being implemented by the City, this Plan will provide the basis for coordinating protective actions before, during, and after any disaster. The EOP is designed to:

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

EOP SCOPE

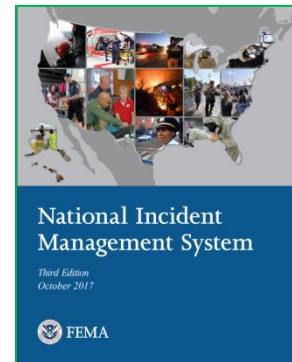
- The scope of this EOP addresses the emergencies and disasters likely to occur as described in *Chapter 2, Critical Infrastructure & Key Resources & Hazard Analysis*
- Includes actions that support local and state government efforts to save lives, protect public health and safety, and protect property.
- Comprises all local departments and agencies assigned one or more functions, activities, or tasks that support local operations during a disaster.
- Describes department and agency assignments based on their responsibilities, statutory/legislative requirements, or federal regulations.
- Provides for the integration and coordination between government, the private sector, and volunteer organizations involved in emergency response and recovery efforts.
- Describes how state and federal resources will be coordinated to supplement local resources in response to a disaster.

THE EOP AND NIMS & ICS

The National Incident Management System (NIMS) and the Incident Command System (ICS) are command, control, and response coordination models. They provide a means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life and property.

The ICS and the Emergency Operation Center (EOC) function together with the same goals but at different levels of responsibility. The command function is directed by the Incident Commander (IC), who oversees the incident and is fully qualified to manage the response. The Incident Commander is responsible for on-scene response activities, and the EOC is responsible for the entire community-wide response to the event.

This EOP corresponds with the National Incident Management System of October 2017. The Portsmouth EOP establishes the essential elements of NIMS, including the ICS.



EOP STRUCTURE

The format of the EOP is consistent with the State of New Hampshire EOP and the National Response Framework (NRF), using the ESF concept and approach. The components of the local EOP consist of the following:

- **Chapter 1, Introduction**, describes the definition, purpose, scope, relationship to NIMS & ICS, the situation, and planning assumptions.
- **Chapter 2, Critical Infrastructure & Key Resources & Hazard Analysis**, identifies critical facilities and key resources that may be needed during an emergency and hazards that may occur and assesses the City's critical facility's vulnerability.
- **Chapter 3, Concept of Operations**, describes plan implementation, the phases of emergency management, and the organization and assignment of responsibilities, including a Continuity of Operations Plan (COOP) and Continuity of Government Plan (COG).
- **Chapter 4, Administrative & Finance**, includes administrative, finance and logistics, plan management, and lists of authorities and references.
- **Chapter 5, Emergency Support Functions (ESFs)**, delineates Lead, Co-Lead, and Support Agencies and includes organization, purpose, scope, situation and planning assumptions, concept of operations, and the necessary responsibilities to implement each ESF. The "ESF Matrix of Responsibilities" is also included in Chapter 5. The ESFs in this Plan include the following:

ESF #1: Transportation

ESF #2: Communications & Alerting

ESF #3: Public Works & Engineering

ESF #4: Firefighting

ESF #5: Emergency Management

ESF #6: Mass Care, Housing & Human Services

ESF #7: Resource Support

ESF #8: Health & Medical

ESF #9: Search & Rescue

ESF #10: Hazardous Materials

ESF #11: Agriculture, Natural & Cultural Resources

ESF #12: Energy

ESF #13: Public Safety & Law Enforcement

ESF #14: Volunteer & Donations Management

ESF #15: Public Information

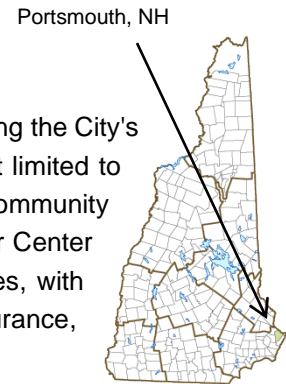
ESF #18: Business & Industry

- **Chapter 6, Resource Inventory List**, provides a categorical and alphabetical list of resources available to the Emergency Management Team and other emergency responders.
- **Chapter 7, Administrative Documents & Reference Materials**, serves as points of reference and information and includes a record of revisions and changes, a Statement of Adoption, a signatory page, NIMS resolution, acronyms, terms and definitions, emergency authorities and statutes, and annual review forms.
- **Chapter 8, Forms**, includes commonly used forms and other forms requested by the City.

SITUATION

CITY GOVERNMENT

A nine-member City Council governs Portsmouth, with a City Manager overseeing the City's day-to-day operations. The City's departments and boards include but are not limited to Fire/EMS, Police, Public Works, Planning, Zoning, Finance, Library, and Community Development. The largest employer in Portsmouth is the Portsmouth Consular Center (US Department of State), with 1,300+ employees, followed by Lonza Biologies, with 1,100+ employees, and Portsmouth Regional Hospital and Liberty Mutual Insurance, with 1,000+ employees.



THE CITY

Portsmouth is a beautiful community in Rockingham County in the southeast corner of New Hampshire. Portsmouth is bordered to the north by Newington, to the east by New Castle and the State of Maine, to the south by Rye, and to the west by Greenland. Portsmouth is in the Seacoast tourism region.

DEMOGRAPHICS & HOUSING

Over the last 30 years, the population of Portsmouth has decreased from 26,252 in 1990 to 21,956 in 2020, a decrease of 4,296 individuals, according to the US Census 2020. This decrease represents a rate of decline of approximately 16.36%.¹

There are approximately 11,093 housing units, most occupied (10,462). Vacant housing units total 631, thus confirming the evidence of second homes in the City. The median household income is estimated at \$91,915, and the median age is 42.2 years.²

EDUCATION & CHILD CARE

Portsmouth's schools, colleges, and childcare facilities include the following:

- Dondero Elementary School (grades K-6)
- Little Harbour Elementary School (grades K-6)
- New Franklin Elementary School (grades K-6)
- Portsmouth Middle School (grades 6-8)
- Portsmouth High School (grades 9-12)
- Portsmouth Career Technical Center (grades 9-12)
- Robert J. Lister Academy (grades 9-12)
- Saint Patrick Academy (grades K-8)
- Seacoast Community School (ages 8 weeks to 12 years)
- Great Bay Community College
- Paul Mitchell The School
- 13 child care facilities with a capacity of 1,203³

¹ US Census 2020

² 2022 American Community Survey 5-Year Estimates Data

³ 2022 NH Licensed Child Care Facilities (DHHS-Bureau of Child Care Licensing)

NATURAL FEATURES

The City covers approximately 15.7 square miles of land area and 1.1 square miles of inland water. Being on the seacoast of NH, much of the City is close to sea level, which could add to flooding hazards; the City's highest elevation is 110' above sea level at Portsmouth International Airport at Pease. Damaging ice and tropical storms also have a higher risk of affecting Portsmouth due to ocean weather.

Vegetation in Portsmouth is typical of northern New England, including deciduous and conifer forests, open fields, swamps, and riverine areas. The terrain lends itself to many small ponds, streams, and rivers, most notably the Piscataqua River and the Atlantic Ocean.

TRANSPORTATION

Portsmouth has many significant roadways that traverse the City, lending access to the surrounding towns: Interstate 95, US Routes 1 and 4, and NH Routes 1A, 1B, 16, 33, and 1 Bypass. Other minor and less traveled roadways lend access to other areas of the City. All roadways in Portsmouth are susceptible to hazards, such as road flooding and high winds leading to downed trees on the roads and potential hazardous materials spills.

SITUATION SUMMARY

The City faces many risks that may significantly threaten the population and property. These include natural, human-caused, and technological emergencies or disasters. Depending upon the extent and nature of the disaster or emergency, a potential condition may severely hamper the City, Region, or State's economic and physical infrastructure.

During an emergency or disaster, the City will take immediate and appropriate actions to determine, direct, mobilize, and coordinate the response movement. The City will activate the necessary functions to redirect resources to save lives, relieve human suffering, sustain survivors, protect property, and repair essential facilities.

PLANNING ASSUMPTIONS

An emergency or disaster can occur in Portsmouth at any time, any place. It may create significant human suffering, property damage, and economic hardship for individuals, local government, and the business community.

The City assumes that many emergencies may produce severe consequences, and the varying degrees of impact will affect the response. Hence, the following assumptions are valid:

- In conjunction with the State, the City is primarily responsible for natural, human-caused, and technological emergency preparedness and has shared responsibilities with state and federal governments for national security preparedness. These responsibilities necessitate the development of an Emergency Operations Plan with functional ESFs and detailed procedures.
- A disaster producing many casualties or widespread damage may occur with little or no warning.
- Depending upon the severity of the situation, the City may be quickly overwhelmed by the emergency.

- Each level of government will respond to an incident using its available resources, including mutual aid, and may request assistance from the next higher level of government, if required (i.e., municipality to the State and the State to the federal government)
- The State will modify normal operations and redirect resources to assist and support local government in saving lives, relieving human suffering, sustaining survivors, protecting property, and re-establishing essential services. State and federal government resources and expertise can be mobilized to augment emergency operations and recovery efforts beyond the capabilities of local government.
- Private and volunteer organizations (i.e., American Red Cross (ARC), Volunteer Organizations Active in Disasters (VOAD), etc.) will provide life-sustaining relief to individuals and families not ordinarily available from government resources. Local or state agencies will assist these organizations by providing information, guidance, and relief efforts.
- Local and state emergency operations plans address the ability to direct, control, coordinate, and manage emergency operations during multiple events.
- NIMS and the ICS will be the principal on-scene incident management systems to direct and control response and initial relief actions and activities.
- A Unified Command, including multiple agencies and jurisdictions, may be activated if needed.
- The local government will continue to function under all disaster and emergency conditions.
- Citizens expect governments to keep them informed and assist in emergencies or disasters. All levels of government are responsible for working together to mitigate, prepare for, respond to, and recover from the effects of an emergency or disaster.
- If the situation warrants, the Governor of New Hampshire may declare a STATE OF EMERGENCY and request immediate federal assistance to augment efforts in relieving major emergency or disaster-related problems beyond the capabilities of state and local government. Local governments may declare a state of emergency if the situation warrants provided it has been documented in the City's ordinances.

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CHAPTER 2 – CRITICAL INFRASTRUCTURE & KEY RESOURCES & HAZARD ANALYSIS

Table of Contents

CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR).....	19
<i>Emergency Operation Centers</i>	19
<i>Law Enforcement</i>	19
<i>Fire & EMS Services & Medical Facilities</i>	19
<i>Public Works</i>	20
<i>Emergency Shelters</i>	20
HAZARD ANALYSIS & ASSESSMENT	20
<i>Purpose</i>	20
<i>Hazard Identification & Risk Assessment (HIRA)</i>	20
<i>Critical Infrastructure Hazard Risk Assessment</i>	21
<i>Critical Infrastructure & Key Resources (CIKR)</i>	21

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CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR)

EMERGENCY OPERATION CENTERS

Portsmouth maintains an Emergency Operations Center (EOC) as part of its emergency preparedness program. The EOC is where department heads, government officials, and volunteer agencies coordinate their response to a significant emergency or disaster. The EOC is where the officials responsible for responding to major emergencies and disasters assemble to direct and control the City's response. The EOC is activated when the Emergency Management Team and city officials decide the situation is severe enough to require a coordinated, other-than-routine response.

Fire Station #2 is the designated EOC for Portsmouth. City Hall or the DPW Facility may be secondary EOCs if Fire Station #2 is unavailable. Security and maintenance of the EOC facilities will be carried out per EOC Standard Operating Procedures (SOPs) to be developed by the Emergency Management Team. Fire Station #2 has a full kitchen, shower(s), and bathroom facilities and has an emergency generator to power the facility during utility outages. Fire Station #2 can accommodate the EOC staff's basic needs at all operation levels.

The Emergency Management Team comprises city department heads and other emergency response managers; these team members work within the EOC as the City prepares for and responds to emergencies. Portsmouth has an appointed Emergency Management Director (EMD) and an Emergency Management Coordinator (EMC).

LAW ENFORCEMENT

The Portsmouth Police Department is a full-time department providing law enforcement services to the residents and visitors of Portsmouth 24 hours a day, 365 days a year. The department staffs a full-time Chief, Deputy Chief, two Captains, six Lieutenants, nine Sergeants, ten Detectives, twenty-two Auxiliary Officers, thirty-six Officers, an Animal Control Officer & twenty-four other staff. The Portsmouth Police Department has mutual aid agreements with surrounding towns, the Rockingham County Sheriff's Office, and the NH State Police - Troop A.

FIRE & EMS SERVICES & MEDICAL FACILITIES

The Portsmouth Fire Department is a municipal fire department providing quality fire services and emergency medical services and transportation to the residents and visitors of Portsmouth 24 hours a day, 365 days a year. The department staffs a full-time Chief, Assistant Chief, Deputy Chief, two Fire Prevention Officers, four Captains, eight Lieutenants, 48 firefighters, an Executive Assistant & a part-time Secretary and operates three stations within the Community. The Portsmouth Fire Department has mutual aid agreements with the Seacoast Chief Fire Officer Mutual Aid District (SCOMAD) and area departments.



Portsmouth's closest medical facility is Portsmouth Hospital in Portsmouth (local). If the need arises, alternative medical facilities are Exeter Hospital in Exeter (14 miles) and Wentworth-Douglas Hospital in Dover (15 miles). Through dispatch, Portsmouth will contact the Seacoast Technical Assistance Team (START) to assist with cleanup from HazMat-related events.

PUBLIC WORKS

The Portsmouth Department of Public Works (DPW) operates 24 hours a day, year-round, as needed. The department's mission is to support the citizens of Portsmouth through the safe operation, proper maintenance, and future development of highways, supporting infrastructure and utilities cost-consciously without sacrificing quality. The department staffs a full-time Director, Deputy Director, City Engineer, Parking Director, Operations Manager, and 147 equivalent employees.

The DPW performs duties including grading roads, filling potholes, cold patching, repairing or replacing culverts, and cleaning ditches. Posting of load limits, road closings, sanitation, and the Recycling Center also fall under the responsibilities of the DPW.

Heavy equipment and other resources at the DPW Garage are vital to the City during an emergency. Portsmouth is a member of the NH Public Works Mutual Aid program.

EMERGENCY SHELTERS

The primary shelter is where evacuees are directed during an emergency. In Portsmouth, the designated primary shelter is Portsmouth High School. If the need arises and the high school is unavailable, the Senior Activities Center could be a secondary shelter. Residents should seek alternative arrangements with friends, family, or regional shelters. Area hotels, motels, and inns are available and may be used in an emergency if necessary and available.

Portsmouth High School has a full kitchen, shower(s), bathroom facilities, and a permanent generator to accommodate sheltering needs. Should the American Red Cross (ARC) or Seacoast Public Health Network (SPHN) have available resources, they will accommodate shelter supplies as needed.

HAZARD ANALYSIS & ASSESSMENT

PURPOSE

Hazard analysis and assessment is the basis for mitigation efforts and emergency operations. Comprehensive hazard analysis merits its own document-length discussion. From an emergency operation planning perspective, hazard analysis helps a planning team decide what hazards merit special attention, what actions must be prepared for, and what resources are likely to be in harm's way or needed during an emergency. For purposes of emergency operations planning, the primary considerations of this should include the following:

- Hazard Identification
- Hazard Threat Analysis
- CIKR Hazard Risk Assessment

HAZARD IDENTIFICATION & RISK ASSESSMENT (HIRA)

The City will begin updating the *City of Portsmouth, NH Hazard Mitigation Plan Update August 2017* within the next year. In this update, the Team will identify the hazards that affect the City and analyze them to determine which will most likely affect the City in the future. Please consult the *City of Portsmouth, NH Hazard Mitigation Plan Update August 2017* for the current list of hazards and the updated plan, once completed, for a full analysis.

CRITICAL INFRASTRUCTURE HAZARD RISK ASSESSMENT

Portsmouth's Critical Infrastructure & Key Resources (CIKR) have been identified during the hazard mitigation planning process. The Hazard Mitigation Planning Team broke the list into three categories: Emergency Response Services and Facilities, Non-Emergency Response Facilities, and Facilities/Populations to Protect. No evaluation was done to determine which facilities are most vulnerable; however, it was noted by this Team that no facilities are at risk of flooding. Please refer to the City of Portsmouth Hazard Mitigation Plan Update 2017 for the hazard risk to other critical infrastructure and key resources.⁴

CRITICAL INFRASTRUCTURE & KEY RESOURCES (CIKR)

Table 5: Category 1 - Emergency Response Services and Facilities:

Critical Facility	Facility Type	City	Address
City Fuel Pumps	Emergency Fuel Storage	Portsmouth	680 Peverly Hill Rd.
Portsmouth Fire Department Station #3	Fire Station	Portsmouth	127 International Dr
Portsmouth Fire Department Station #2	Fire Station	Portsmouth	3010 Lafayette Rd.
Portsmouth Fire Station Fire Central	Fire Station	Portsmouth	170 Court St
Portsmouth Regional Hospital	Medical Facility	Portsmouth	333 Borthwick Ave.
Police Station	Police Station	Portsmouth	1 Junkins Ave.
Public Works	Public Works	Portsmouth	680 Peverly Hill Rd.
City Hall	City Hall	Portsmouth	1 Junkins Ave.

Table 6: Category 2 – Non- Emergency Response Facilities:

Critical Facility	Facility Type	City	Address
Portsmouth International Airport	Airport	Portsmouth	42 Airline Ave.
Sarah Mildred Long Bridge	Bridge	Portsmouth/Kittery, ME	Route 1 Bypass
Memorial Bridge	Bridge	Portsmouth/Kittery, ME	Route 1
Interstate 95 High-Level Bridge	Bridge	Portsmouth/Kittery, ME	I-95
Cell Antenna	Cell Tower	Portsmouth	680 Peverly Hill Rd
Verizon	Cell Tower	Portsmouth	56 Islington St
Capstar Radio Operating Company	Cell Tower	Portsmouth	815 Lafayette Rd
Capstar Radio Operation Company	Cell Tower	Portsmouth	333 Borthwick Ave
Capstar Radio Operation Company	Cell Tower	Portsmouth	1555 Islington St
Interstate 95	Critical Road	Portsmouth	Route 95
Route 1	Critical Road	Portsmouth	Route 1
Route 1 BYP	Critical Road	Portsmouth	Route 1 BYP
Route 16	Critical Road	Portsmouth	Route 16
Portsmouth Traffic Circle	Major Intersection	Portsmouth	Route 1, 16
Paul A. Doble Army Reserve Center	Government Facility	Portsmouth	145 West Rd.
Federal Building	Government Facility	Portsmouth	62 Daniel St
Naval Shipyard	Government Facility	Portsmouth	N/A

⁴ City of Portsmouth Hazard Mitigation Plan Update 2017

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Critical Facility	Facility Type	City	Address
NH Air National Guard -157	Government Facility	Portsmouth	302 Newmarket St.
NH Port Authority	Government Facility	Portsmouth	555 Market St
Pease Control Tower	Government Facility	Newington	42 Airline Ave.
Portsmouth Harbor	Harbor	Portsmouth	Piscataqua River
Clear Choice MD	Medical Facility	Portsmouth	750 Lafayette Rd.
Convenient MD Urgent Care	Medical Facility	Portsmouth	599 Lafayette Rd.
Portsmouth Regional Hospital Medical – Center for Rehabilitation and Wellness	Medical Facility	Portsmouth	155 Borthwick Ave.
Northeast Rehabilitation Hospital	Medical Facility	Portsmouth	105 Corporate Dr.
Cutts St. Substation	Power Station	Portsmouth	560 Maplewood Ave
Islington St. Substation	Power Station	Portsmouth	435 Interstate Bye- Pass
Jackson Hill Sub Station	Power Station	Portsmouth	2 Jackson Hill St
Lafayette Rd. Substation	Power Station	Portsmouth	940 Lafayette Road
Pease Substation	Power Station	Portsmouth	7 Exeter St.
PSNH	Power Station	Portsmouth	Maplewood Ave
Schiller (PSNH) Power Plant	Power Station	Portsmouth	400 Gosling Rd
Rail Yard	Railroad	Portsmouth	N/A
Atlantic Heights Pump Station	Sewage Facility	Portsmouth	134 Preble Way
Clough Drive Pump Station	Sewage Facility	Portsmouth	210 Clough Dr.
Constitution Avenue Pump Station	Sewage Facility	Portsmouth	280 Constitution Ave.
Corporate Drive Pump Station	Sewage Facility	Portsmouth	215 Corporate Dr.
Deer Street Pump Station	Sewage Facility	Portsmouth	2 Deer St.
Gosling Road Pump Station	Sewage Facility	Portsmouth	120 Gosling Rd
Griffin Road Pump Station	Sewage Facility	Portsmouth	205 Griffin Rd.
Heritage Avenue Pump Station	Sewage Facility	Portsmouth	329 Heritage Ave.
Lafayette Road Pump Station	Sewage Facility	Portsmouth	630 Lafayette Rd
Leslie Drive Pump Station	Sewage Facility	Portsmouth	590 Market St
Marcy Street Pump Station	Sewage Facility	Portsmouth	535 Marcy St.
Marsh Lane Pump Station	Sewage Facility	Portsmouth	4 Marsh Lane
Mechanic Street Pump Station	Sewage Facility	Portsmouth	113 Mechanic St.
Mill Pond Way Pump Station	Sewage Facility	Portsmouth	131 Mill Pond Way
Northwest Street Pump Station	Sewage Facility	Portsmouth	221 Northwest St
Pease Wastewater Treatment Plant	Sewage Facility	Portsmouth	135 Corporate Dr.
Peirce Island Sewage Treatment Plant	Sewage Facility	Portsmouth	200 Peirce Island Rd.
Rye Line Pump Station	Sewage Facility	Portsmouth	3618 Lafayette Rd
Tucker's Cove Pump Station	Sewage Facility	Portsmouth	91 Gosport Rd.
West Road Pump Station	Sewage Facility	Portsmouth	280 West Rd
Woodlands 1 Pump Station	Sewage Facility	Portsmouth	306 FW Hartford Dr.
Woodlands 2 Pump Station	Sewage Facility	Portsmouth	516 FW Hartford Dr.

Critical Facility	Facility Type	City	Address
Control Station #1	Water Facility	Madbury	60 Freshet Rd.
Newington Booster Station	Water Facility	Newington	Arboretum Dr.
Pease Water Treatment Plant	Water Facility	Portsmouth	Grafton Dr
Water Treatment Plant	Water Facility	Madbury	60 Freshet Rd.
Bellamy Reservoir Dam	Water Facility Reservoir	Madbury	Mill Hill Rd.
Constitution Avenue Tank	Water Tank	Portsmouth	95 Constitution Ave.
Hobbs Hill Tank	Water Tank	Portsmouth	International Dr
Newington Booster Station Tank	Water Tank	Newington	165 Arboretum Drive
NHANG Water Tank	Water Tank	Newington	182 Arboretum Dr.
Spinney Road Tank	Water Tank	Portsmouth	Spinney Lane
Collins Well	Water Facility-Well	Portsmouth	Harvard St
Greenland Well #5	Water Facility-Well	Greenland	Post Rd.
Harrison Well	Water Facility-Well	Portsmouth	Grafton Dr
Haven Well	Water Facility-Well	Portsmouth	Airport Taxiway
Madbury Well #2	Water Facility-Well	Madbury	60 Freshet Rd.
Madbury Well #3	Water Facility-Well	Madbury	60 Freshet Rd.
Madbury Well #4	Water Facility-Well	Madbury	60 Freshet Rd.
Portsmouth Well #1	Water Facility-Well	Portsmouth	Griffin Rd
Smith Well	Water Facility-Well	Portsmouth	Country Club Rd

Table 7: Category 3 –Facilities/Populations to Protect:

Critical Facility	Facility Type	City	Address
Dondero Elementary School	Emergency Shelter	Portsmouth	32 Van Buren Ave.
Portsmouth High School	Emergency Shelter	Portsmouth	50 Andrew Jarvis Dr.
AmeriGas	Hazardous Material	Portsmouth	1407 NH 33
Irving Oil Terminal	Hazardous Material	Portsmouth	50 Pebble Way
LP Storage at Barberry Lane	Hazardous Material	Portsmouth	139 Barberry Lane
NHANG Fuel Tanks	Hazardous Material	Newington	400 Gosling Road
Schiller Station Coal Pile	Hazardous Material	Portsmouth	400 Gosling Road
Schiller Station Fuel Tanks A	Hazardous Material	Portsmouth	400 Gosling Road
Schiller Station Fuel Tanks B	Hazardous Material	Portsmouth	400 Gosling Road
Schiller Station Fuel Tanks C	Hazardous Material	Portsmouth	400 Gosling Road
Schiller Station Woodshed	Combustible Material	Portsmouth	400 Gosling Road
Portsmouth Atheneum	Historical Society	Portsmouth	9 Market Square
Portsmouth Library	Library	Portsmouth	125 Parrot Ave
Hillcrest Estates	Mfd. Housing Park	Portsmouth	3201 Lafayette Rd.
Oriental Gardens	Mfd. Housing Park	Portsmouth	Woodbury Ave.
Snug Harbor	Mfd. Housing Park	Portsmouth	1338 Woodbury Ave.
Edgewood Center	Nursing Home	Portsmouth	928 South St.
Wentworth Senior Living	Nursing Home	Portsmouth	346 Pleasant St
Sunbridge Nursing Home	Nursing Home	Portsmouth	188 Jones Ave.

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Critical Facility	Facility Type	City	Address
Atlantic Heights	Senior Housing Facility	Portsmouth	40 Bedford Way
Lafayette School	Senior Housing Facility	Portsmouth	100 Lafayette Road
Margeson Apartments	Senior Housing Facility	Portsmouth	245 Middle St.
Feaster Apartments	Senior Housing Facility	Portsmouth	140 Court St.
Woodbury Manor	Senior Housing Facility	Portsmouth	60 Manor Drive
Pleasant Street Apartments	Senior Housing Facility	Portsmouth	438 Pleasant St.
State Street Apartments	Senior Housing Facility	Portsmouth	948 State St.
Cottage Connors Cottage	Senior Housing Facility	Portsmouth	5 Junkins Ave
Water Country	Outdoor Recreation	Portsmouth	2300 Lafayette Rd.
Community Campus	Community Center	Portsmouth	100 Campus Dr.
Dondero Elementary	School	Portsmouth	32 Van Buren Ave.
Little Harbour Elementary	School	Portsmouth	50 Clough Dr.
New Franklin Elementary School	School	Portsmouth	1 Franklin Dr
Portsmouth High School	School	Portsmouth	50 Andrew Jarvis Dr.
Portsmouth Middle School	School	Portsmouth	155 Parrot Ave
Robert Lister Academy	School	Portsmouth	35 Sherburne Rd.
Seacoast Community School	School	Portsmouth	100 Campus Dr.
Agape School	Pre-school	Portsmouth	397 Lafayette Rd.
Early Learning Center at Temple Israel	Pre-school	Portsmouth	200 State St.
Portsmouth Head Start	Pre-school	Portsmouth	100 Campus Dr.
KinderCare Learning Center	Pre-school	Portsmouth	72 Mirona Rd.
Camp Seaweed	Childcare	Portsmouth	350 Banfield Rd.
Children's Garden	Childcare	Portsmouth	290 Peverly Hill Rd.
Discovery Child Enrichment Center	Childcare	Portsmouth	30 Rye St.
Little Blessings Childcare Center	Childcare	Portsmouth	1035 Lafayette Rd.
Pat's Family Group Childcare	Childcare	Portsmouth	1400 Woodbury Ave.
Dondero Peak/Community School	Childcare	Portsmouth	32 Van Buren Dr.
Place for Friends and Fun	Childcare	Portsmouth	400 Coolidge Dr.
Edgewood Learning Center	Childcare	Portsmouth	928 South St.
Great Bay Kids Company	Childcare	Portsmouth	81 New Hampshire Ave.
Unal Kaya Davis Childcare	Childcare	Portsmouth	347 Lincoln Ave.
Little Harbor Peak Program	On-site Childcare	Portsmouth	50 Clough Dr.
New Franklin Peak Program	On-site Childcare	Portsmouth	1 Franklin Dr.
Clipper Harbor	Congregate Care	Portsmouth	188 Jones Ave.
Great Bay Residential Facility	Congregate Care	Portsmouth	413 Lafayette Rd.
Inn at Edgewood	Congregate Care	Portsmouth	926 South St.
Chase Home for Children	Congregate Care	Portsmouth	698 Middle St.
Betty's Dream Rainbow Apartments	Housing Facility	Portsmouth	75 Longmeadow Rd.
Krepfels Center	Community Center	Portsmouth	100 Campus Dr.
New Heights	Community Center	Portsmouth	100 Campus Dr.
Seacoast District YMCA	Community Center	Portsmouth	550 Peverly Hill Rd.

CHAPTER 3 – CONCEPT OF OPERATIONS

Table of Contents

GENERAL.....	27
LOCAL EMERGENCY OPERATIONS PLAN (EOP) IMPLEMENTATION	27
PHASES OF EMERGENCY MANAGEMENT	27
<i>Prevention</i>	27
<i>Mitigation</i>	27
<i>Preparedness</i>	27
<i>Response</i>	28
<i>Recovery</i>	28
ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES	28
<i>General</i>	28
<i>Organization</i>	28
<i>Alert & Notification</i>	30
<i>Activation & Deployment</i>	30
<i>Local-to-State Interface</i>	30
<i>Continuity of Operations (COOP)</i>	31
<i>Continuity of Government (COG)/Line of Succession</i>	31
<i>Recovery and Demobilization</i>	32

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GENERAL

Local response operations will be organized and managed under the National Incident Management System (NIMS) and the Incident Command System (ICS).

Assigned agencies are grouped under the Emergency Support Functions (ESFs), either as Lead, Co-Lead, or Support, to facilitate the City's provisions of the response actions. A listing of the ESFs and their primary areas of responsibilities adopted by the City is in *Chapter 5, Emergency Support Functions*.

Each ESF has been assigned responsibilities to support response operations in an emergency. With the assistance of one or more of the Support Agencies, the designated Lead Agency is responsible for managing the activities of the ESF and ensuring the missions are carried out as necessary. Each ESF's Lead and Support Agency assignments are identified in the ESF Matrix in *Chapter 5, Emergency Support Functions*.

LOCAL EMERGENCY OPERATIONS PLAN (EOP) IMPLEMENTATION

This Plan goes into effect for preparedness, response, and initial recovery activities when a significant emergency or disaster occurs or is imminent. The Plan has the force and effect of law promulgated by RSA 21-P: 39 (see Chapter 7). Plan implementation and the subsequent supporting actions the local government takes are specific to emergencies or disasters. Performance is influenced by the timely acquisition and assessment of reliable information gathered from the disaster scene.

PHASES OF EMERGENCY MANAGEMENT

Emergency management operations are carried out within five phases: prevention, mitigation, preparedness, response, and recovery.



PREVENTION

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

MITIGATION

Mitigation includes actions taken before an emergency to eliminate or reduce risks to humans and property from natural, technological, or human-caused hazards. Mitigation activities aim to lessen the impact of a disaster or emergency and reduce response and recovery operations costs.

PREPAREDNESS

Preparedness actions are pre-emergency activities that effectively prepare organizations to respond to disasters or emergencies. This phase involves training, exercising, planning, and resource identification and acquisition. A reduction of cascading disaster events occurs when these tactics are effectively created and implemented.

RESPONSE

Response actions are taken immediately before, during, or directly after a disaster or emergency to save lives, minimize property damage, and enhance the effectiveness of recovery. Response begins when an emergency or disaster is imminent or immediately after the occurrence.

RECOVERY

Recovery includes both short-term and long-term activities. Short-term and long-term recovery intends to return infrastructure systems to “near normal” operating conditions after a disaster or emergency. Long-term recovery also includes restoring economic activity and rebuilding community facilities and housing; long-term recovery can take months or years. In some cases, recovery begins during the response to a disaster or emergency concurrently with response efforts.

ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

GENERAL

In response to an incident that requires the activation of the EOP and, subsequently, the Emergency Operations Center (EOC), the Emergency Management Team will determine the extent of the City’s emergency response and activate appropriate ESFs. The extent of activation will be based upon, but not limited to, the following:

- Communications and alerting in support of agency notifications and EOC operations.
- Initial planning and information data (damage assessment) received from outside sources (i.e., local governments, public, news organizations, and federal government)
- Requests for state assistance from local governments
- Pre-disaster response to emergencies (i.e., hurricanes, winter storms, flooding potential, etc.)

The Emergency Management Team or a designee, after consideration of the event(s), will determine the extent of communication, alerting, information, and planning activation levels.

ORGANIZATION

To implement the EOP under emergency or disaster conditions, the organization consists of city departments having Lead or Co-Lead and Support roles specified in the functional ESFs. The EOC Organization Chart (Chapter 7) details the overall response structure of the EOC. Direction and control at the EOC are the Emergency Management Team’s responsibility. The Emergency Management Team will coordinate the response of city departments, advise the City Manager on the necessary protective actions, and coordinate the use of local and outside resources. Department heads or designees will direct their operational personnel from the EOC in coordination with the other city departments and the Emergency Management Team and in response to executive decisions.

The ESFs are arranged in a NIMS-compliant ICS structure as follows:

COMMAND & CONTROL SECTION (WHITE SECTION OF EOC CHART IN CHAPTER 7)

The Command & Control Section provides direction and control of the emergency, ensures that established Standard Operating Procedures or Guidelines (SOPs/SOGs) are followed, and provides a centralized EOC facility. The Emergency Management Team or their designee is the primary person assigned to the Command & Control Section and will ensure that primary and secondary facilities are established and maintained.

OPERATIONS SECTION (RED SECTION OF EOC CHART IN CHAPTER 7)

The Operations Section will provide emergency support to local operations when partially or fully activated during an emergency or disaster. Each ESF is responsible for assessing assistance requirements and resource requests and organizing and directing appropriate response actions.

INFORMATION & PLANNING SECTION (BLUE SECTION OF EOC CHART IN CHAPTER 7)

The Information & Planning Section includes information and planning activities to support operations. It also includes functions to collect and process information and develop information into briefings, reports, and other materials. It also creates pertinent information on maps, charts, and status boards, consolidates information for response and recovery actions, and provides an action-tracking system and technical services to support operations.

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

LOGISTICS SECTION (YELLOW SECTION OF EOC CHART IN CHAPTER 7)

The Logistics Section includes facilities and services to support response and recovery efforts.

ADMINISTRATIVE & FINANCE SECTION (GREEN SECTION OF EOC CHART IN CHAPTER 7)

The Administrative & Finance Section supports the response and recovery efforts as required.

The ICS chart in Chapter 7 identifies the ESFs and the functional activities within each section of the ICS system. An advantage of the ICS system is that the chart may expand or contract depending on the nature of the emergency. Staffing patterns depend on the severity of the crisis and the section under which each ESF falls.

The chart in Chapter 7 represents a “generic” representation of the ICS command structure; positions in this chart may not exist in every community.

ALERT & NOTIFICATION

The Emergency Management Team may receive notification of a disaster or impending emergency from multiple sources; pre-alert may also come from NH Homeland Security & Emergency Management (HSEM). Standard alerts and notifications would be as follows:

- Emergency Communications Center (ECC) would be alerted to the emergency by E-911, city departments, citizen reports, state agencies, or other sources.
- ECC will dispatch the Fire Department/EMS and the Police Department, as required. The Fire or Police Chief will notify the Emergency Management Team if necessary.
- The NH State Police from Troop A may self-dispatch and respond if the situation requires law enforcement. The Emergency Management Team will be notified if necessary.
- Depending on the severity of the incident, the Emergency Management Team will initiate further notifications and activations (partial or complete) of the EOC and activate the appropriate ESFs, including notification to Lead Agencies
- Upon activation, ESF Lead Agencies will notify and activate Support Agencies as described in detail under the ESF components of the EOP.

ACTIVATION & DEPLOYMENT

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

- The EOP will be utilized to address the requirements of a given disaster or emergency. Selected functional ESFs will be activated based on the nature and scope of the event and the level of state support needed to respond.
- Based on the situation, the Emergency Management Team will notify city departments and agencies regarding activating the functional ESFs and other structures of the EOP. Priority for notification will be given to Lead Agencies as specified by the ESFs.
- When activation of the EOP (partial or complete) is initiated and unless otherwise specified, all departments and official representatives having Lead and Co-Lead roles and responsibilities, as defined in the EOP, will deploy to the EOC and activate the EOP and relevant SOPs/SOGs

LOCAL-TO-STATE INTERFACE

Once a local EOC is activated, the NH State EOC at (603) 271-2231 will be notified immediately. The linkage between the local and state EOC will be established and maintained. The Emergency Management Team should establish contact with the State EOC via WEB-EOC whenever possible.

The following highlights the process for the local-to-state interface:

- A single point of contact, typically the EMD, communicates with the State.
- Situation Reports (SitReps) compiled by EOC staff shall be forwarded to the State EOC.

CONTINUITY OF OPERATIONS (COOP)

The primary purpose of an emergency operations plan is to protect the lives and properties of those involved in a disaster and return the situation to normal. Disasters can interrupt, paralyze, or destroy the ability of state and local governments to carry out specific executive, legislative, and judicial functions. Therefore, the Emergency Management Team of Portsmouth should establish and maintain the capability to provide mitigation, preparedness, response, and recovery functions during emergencies or disasters.

The Emergency Management Team is responsible for developing, maintaining, and exercising Portsmouth's Continuity of Operations (COOP) Plan. The Emergency Management Team also ensures all departments, agencies, and offices develop, maintain, and exercise a COOP Plan outlining how essential services/functions will be supported during emergencies/disasters.

The following should be considered to ensure adequate emergency operations:

- That state and local governments provide a capability to preserve, maintain, and reconstitute their ability to function under the threat or occurrence of any emergency or disaster that could disrupt governmental operations or services.
- That local emergency response departments provide for the following during emergency operations:
 - Each department shall have designated and trained personnel available for EOC deployment.
 - Each department shall maintain and update notification lists, 24-hour staffing capabilities, and SOPs/SOGs.
- Each emergency response department will also develop and maintain policies, plans, and SOPs/SOGs to ensure the capability to provide essential services/functions during emergencies.
- If the primary EOC is inaccessible, damaged, or destroyed, making it uninhabitable, the Emergency Management Team will relocate local emergency operations to the alternate EOC site.
- The Emergency Management Team is responsible for developing and maintaining EOC relocation procedures/guides and checklists as appropriate.

CONTINUITY OF GOVERNMENT (COG)/LINE OF SUCCESSION

To maintain civil order and control, all levels of government must identify clear lines of succession and establish the mechanisms to ensure government continues functioning during emergencies or disasters. The following is the line of succession established for the emergency response.

The Emergency Management Team will exercise direction and control and report directly to the City Council. If the Emergency Management Director is unavailable, the acting Emergency Management Director will be filled in succession as listed below unless the situation warrants a different order of succession.

- 1stEmergency Management Coordinator
- 2ndDeputy City Manager & Assistant Fire Chief

RECOVERY AND DEMOBILIZATION

Recovery and demobilization of emergency operations depend on variables that must be satisfied before such an event occurs. Although recovery operations may be initiated during response operations, some basic principles should be followed before recovery and demobilization occur.

RECOVERY

- All health and safety issues must be resolved.
- All essential services and facilities are re-established and operational.

DEMOBILIZATION

- Partial demobilization of the EOP, particularly functional ESFs, may occur only when all issues within the specific functional area are resolved.
- The recovery operation may follow the demobilization of response operations.
- Final demobilization of all operational activities will only occur with authority from the Emergency Management Team in coordination with appropriate local, state, and federal agencies and at the termination of operational elements in the EOC.

CHAPTER 4 – ADMINISTRATIVE & FINANCE

Table of Contents

ADMINISTRATIVE, FINANCE & LOGISTICS.....	35
<i>Administrative</i>	35
<i>Finance</i>	36
<i>Logistics</i>	36
<i>Mutual Aid Agreements</i>	37
PLAN MANAGEMENT.....	37
<i>Development</i>	37
<i>Maintenance</i>	37
<i>Document Control</i>	38
<i>Training and Exercises</i>	38
AUTHORITIES AND REFERENCES.....	38
<i>Statutes and Regulations</i>	38
<i>References</i>	39
<i>Locally Identified References, Guidelines, Agreements & Plans</i>	39

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ADMINISTRATIVE, FINANCE & LOGISTICS

ADMINISTRATIVE

During an emergency or disaster, the local government shall determine, as necessary, which standard administrative procedures shall be suspended, relaxed, or made optional to prevent unnecessary impediments to emergency operations and recovery activities. At a minimum, the following should take place:

- With the guidance of the Emergency Management Team, all department heads shall maintain and provide accurate and up-to-date documentation and detailed information for later use when seeking reimbursement may include, but not be limited to:
 - **Total staff hours used and cost incurred in detail (who, what, where at each location)**
 - **Cost of materials**
 - **Pre-disaster photographs**
 - **Photographs pre- and post-restoration**
 - **GPS locations for all damaged sites**
 - **Equipment used**
 - **Total equipment hours**
 - **Vehicles used and mileage.**
- With the guidance of the Emergency Management Team, all department heads shall provide damage estimates to public and private infrastructure.
- The City Council will support efforts and the financial needs of the emergency.
- Local response elements shall include documenting all disaster-related expenditures using accepted accounting procedures. Such accounting documentation will support the City's request for supplemental assistance.
- Upon activation of the Emergency Operations Plan (EOP), each delegated representative of the emergency response team shall ensure that personnel, property, equipment, supplies, and vehicles are accounted for and protected. In addition, assurances for rapid deployment should be maintained.
- All city office and department elements shall implement established resource controls and determine the availability and accessibility of such resources. Additional required resources needed to support the emergency operation should be identified.
- When local resources have been exhausted, requests for assistance shall be submitted to the State Emergency Operations Center (SEOC)
- Training of emergency operations staff may be conducted annually through in-house training sessions, exercises, actual response, and coursework offered by Homeland Security & Emergency Management (HSEM) and the Federal Emergency Management Agency (FEMA). If warranted, the Emergency Management Team training staff will conduct accelerated/refresher training on an appropriate subject matter during periods of increased readiness status.

FINANCE

Funding allocations to meet the needs of an emergency are met as follows:

- If the Governor requests a disaster declaration (through FEMA Region I, to the President of the United States) and if such is declared, reimbursement of associated disaster activity expenses may be available through FEMA. Procedures for applying for federal disaster assistance funds shall be per prescribed state and federal disaster assistance protocols and procedures.
- A major disaster or emergency may require the expenditure of large sums of state and local funds. Financial operations may be carried out under compressed schedules and intense political pressures requiring expeditious actions that meet sound financial management and accountability requirements.
- City departments designated as Lead and Co-Lead agencies for the Emergency Support Functions (ESFs) conducting emergency support activities shall establish and maintain financial support and accountability during emergency operations. Each department is responsible for maintaining appropriate documentation to support requests for reimbursement, submitting bills in a timely fashion, and closing out assignments.
- Care must be taken throughout the emergency to maintain logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents will be necessary to support claims, purchases, reimbursements, and disbursements. Record keeping is essential to facilitate closeouts and to support post-recovery audits.

LOGISTICS

- The Emergency Management Team, in coordination with other city departments, shall facilitate logistical support for emergency operations (i.e., provide supplies and equipment) and, if required, sleeping and feeding facilities for the EOC staff
- Appropriate departments shall implement established resource controls and determine resource availability, including the source and quantity of available resources. Further, they shall keep the EOC advised of any anticipated shortfalls in required resources needed to support a given emergency or disaster operation.
- The Emergency Management Team shall develop and maintain a database of locally available resources and locations. The database should include all available public and private equipment and personnel with special technical skills pertinent to the anticipated needs of the local jurisdiction (refer to Chapter 6 of this Plan)

MUTUAL AID AGREEMENTS

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

PLAN MANAGEMENT

DEVELOPMENT

The Emergency Management Team shall coordinate the development of this EOP. As assigned, ESF components, SOPs/SOGs, alerting and notification lists, and resource inventories shall be developed by the Lead, Co-Lead, and Support Agencies within the functional ESFs.

In addition, the development shall include coordination between local, state, and federal governments to ensure the necessary link with all jurisdictions having emergency response capabilities.

MAINTENANCE

All Lead, Co-Lead, and Support Agencies, whether federal, state, local, or private, with emergency responsibilities shall integrate their planning efforts into maintaining, implementing, and exercising the EOP. The Emergency Management Team shall review the Plan and report annually to the City Manager with recommended revisions.

As noted below, the Emergency Management Team shall request the necessary updates from the Lead, Co-Lead, and Support agencies.

- Review of the functional ESFs by the respective Lead, Co-Lead, and Support Agencies shall be conducted annually along with SOPs/SOGs. Resource inventories and notification and recall lists also shall be reviewed annually.
- Review procedures following critiques of actual emergency operations and exercises and revise where deficiencies were noted. Revisions and updates shall be conducted within forty-five (45) days of the emergency.
- Significant changes that affect the *Situation & Assumptions* and *Concept of Operations* sections of the EOP will be made as required; the department head shall approve substantial changes. The Lead, Co-Lead, and Support Agencies shall have the authority to revise and update routine documents such as SOPs/SOGs, notifications, recall lists, and resource inventories.

All changes, revisions, and updates shall be forwarded to the Emergency Management Team for review, editing, publication, and distribution to all holders of the EOP. If no changes are required, the Emergency Management Team is notified in writing by the respective department, agency, or office that the Plan, associated ESFs, and all supporting documents have been reviewed and are considered valid and current.

DOCUMENT CONTROL

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

- An inventory control numbering system for plans
- A list of plans with control numbers
- The location of where the plans are stored and maintained (e.g., EOC, Library)
- A record of plan revisions
- A plan distribution list

TRAINING AND EXERCISES

The Emergency Management Team may utilize annual training and exercises to evaluate the City's capability to respond to minor, major, or catastrophic disasters. The Emergency Management Team may coordinate the training of local and volunteer personnel on their roles and responsibilities in the five phases of emergency management (prevention, preparedness, response, recovery, and mitigation).

Training and exercise programs will help ensure the operational readiness of the City's emergency response through the design and delivery of courses, professional development seminars and workshops, and hazard-specific exercises (e.g., flooding or dam failure).

After each hazard-specific exercise, participants may provide input into developing an After-Action Report (AAR) that captures recommended changes to existing policies, plans, and procedures or guidelines.

AUTHORITIES AND REFERENCES

STATUTES AND REGULATIONS

Chapter 7, Administrative Documents & Reference Materials, includes a list of authorities and regulations that reflect federal, state, and local agencies, departments, and offices and their authority to respond and initiate emergency response procedures.

REFERENCES

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

- FEMA, State and Local Guide (SLG) - 101, Guide for All-Hazard Emergency Operations Planning, September 1996
- Federal Emergency Management Agency, Managing the Emergency Consequences of Terrorist Incidents. Interim Planning Guide for State and Local Governments, July 2002
- Federal Emergency Management Agency, CPG 1-8A, A Guide for the Review of State and Local Emergency Operations Plans, October 1992
- National Response Framework, January 2007; May 2013
- Emergency Planning, Independent Study, February 2006
- National Incident Management System, December 2008
- Federal Emergency Management Agency, CPG 1-10, Guide for the Development of a State and Local Continuity of Government Capability
- Federal Emergency Management Agency, CPG 1-20, Guide for EOC Operations
- NH Local Emergency Operations Plan Template, February 2015

LOCALLY IDENTIFIED REFERENCES, GUIDELINES, AGREEMENTS & PLANS

- Standard Operating Procedures and Guidelines (SOPs/SOGs)
 - Portsmouth Fire Department Standard Operating Procedures (SOPs)
 - Portsmouth Police Department Standard Operating Procedures (SOPs)
- Emergency Alert and Warning Systems
 - City alerting systems – Genasys (formerly CodeRED/NH ENS) & Smart911
 - School alerting system – “Infinite Campus”
 - National Oceanic & Atmospheric Agency (NOAA)
 - National Weather Service (NWS)
 - Integrated Public Alert & Warning System (IPAWS)
 - Amateur Radio Systems
- Interagency Agreements/Compacts/Mutual Aid Agreements
 - Portsmouth Emergency Communications Center (ECC)
 - NH Public Works Mutual Aid Association
- Plans
 - School Administrative Unit (SAU) 52 Emergency Operations Plan, 2024
 - Portsmouth Hazard Mitigation Plan Update 2017
 - Portsmouth IT Cyber Plan
 - City of Portsmouth Emergency Management Plan – ESF 6/11 Sheltering for Household Pets
 - State of New Hampshire Cyber Disruption Plan, 2018, HSEM
 - Seacoast Public Health Network Emergency Annex:
 - Point of Distribution Appendix
 - Risk Communication Appendix
 - Isolation & Quarantine Appendix
 - Mass Fatality Appendix
 - Medical Surge Appendix

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CHAPTER 5 – EMERGENCY SUPPORT FUNCTIONS

Table of Contents

ESF MATRIX.....	43
ESF #1: TRANSPORTATION	45
ESF #2: COMMUNICATIONS & ALERTING	53
ESF #3: PUBLIC WORKS & ENGINEERING	59
ESF #4: FIREFIGHTING	69
ESF #5: EMERGENCY MANAGEMENT	75
ESF #6: MASS CARE, HOUSING & HUMAN SERVICES	83
ESF #7: RESOURCE SUPPORT.....	93
ESF #8: HEALTH & MEDICAL	99
ESF #9: SEARCH & RESCUE	109
ESF #10: HAZARDOUS MATERIALS	115
ESF #11: AGRICULTURE, NATURAL & CULTURAL RESOURCES.....	121
ESF #12: ENERGY	127
ESF #13: PUBLIC SAFETY & LAW ENFORCEMENT	133
ESF #14: VOLUNTEER & DONATIONS MANAGEMENT	141
ESF #15: PUBLIC INFORMATION	147
ESF #18: BUSINESS & INDUSTRY.....	155

These ESFs were reviewed and considered but not addressed in this Plan:

- **ESF #16:** *Military Support*
- **ESF #17:** *Cybersecurity*

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ESF MATRIX

ESF MATRIX Portsmouth, NH L = Lead Agency CL = Co-Lead Agencies S = Support Agency		Emergency Management Team	City Manager	Fire Department/EMS	Police Department	Department of Public Works (DPW)	Inspection Department	Health Department	Welfare Department	Recreation Department	Library	Emergency Communications Center (ECC)	Economic & Community Development Committee	School Liaison	Transportation Coordinator (as designated by the EMD)	Volunteer Coordinator (as designated by EMD)
Emergency Support Functions (ESFs)																
ESF1	Transportation	S	S	S	S	S						S		S	L	
ESF2	Communications & Alerting	CL	S	S	S	S						CL				
ESF3	Public Works & Engineering	S	S	S	S	CL	CL					S				
ESF4	Firefighting	S	S	L	S	S						S				
ESF5	Emergency Management	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF6	Mass Care, Housing & Human Services	S	S	S	S	S		L	S					S		
ESF7	Resource Support	L	S	S	S	S	S	S	S	S	S	S	S	S	S	S
ESF8	Health & Medical	S	S	CL	S	S		CL						S		
ESF9	Search & Rescue	S	S	L	S	S						S				
ESF10	Hazardous Materials	S	S	L	S	S		S				S				
ESF11	Agriculture, Natural & Cultural Resources	L	S	S	S	S		S								
ESF12	Energy	L	S	S	S	S										
ESF13	Public Safety & Law Enforcement	S	S	S	L	S						S				
ESF14	Volunteer & Donations Management	S	S		S	S		S		S	S					L
ESF15	Public Information	S	L	S	S	S		S				S				
ESF18	Business & Industry	S	S	S	S	S	S	S	S	S	S	S	L	S	S	S

Potential resources for this Plan: Seacoast Regional Public Health Network (SRPHN), American Red Cross (ARC), Area Hospitals, Pease Development Authority/NH Port Authority, Eversource, Unitil, US Coast Guard, and NH Fish & Game (refer to Chapter 6, Resource Inventory for contact information)

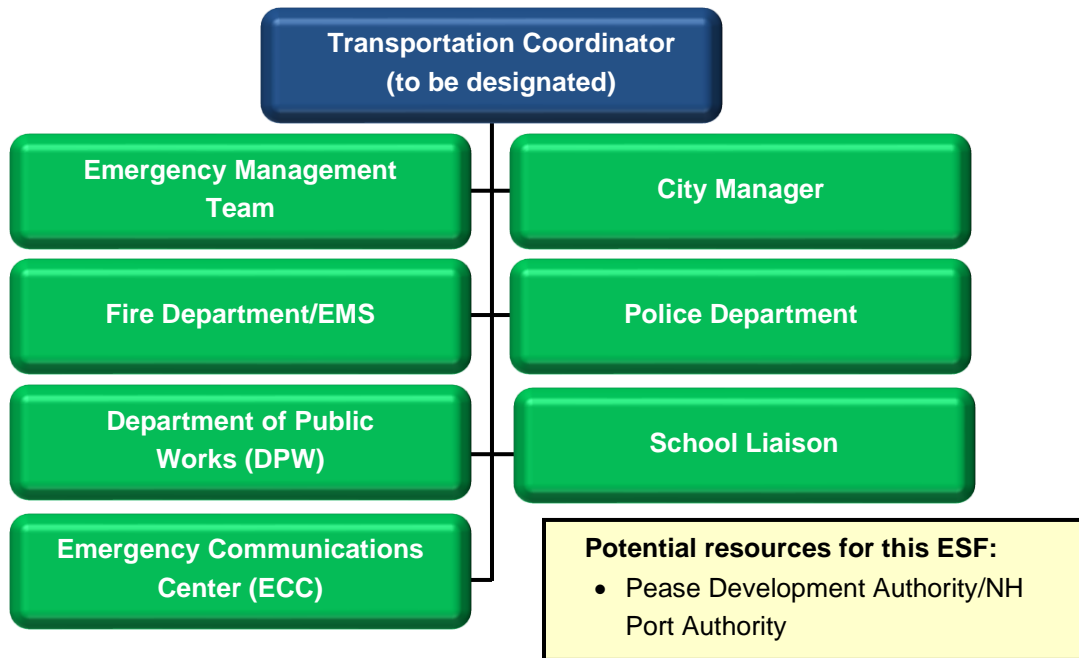
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ESF #1: TRANSPORTATION

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses emergency-related transportation issues, including assessing damage to and restoring and maintaining land, air, and water transportation routes during disasters or emergencies in coordination with governmental and private organizations, as required. In addition, this ESF supports evacuation and re-entry operations for threatened/involved areas and the transportation of response personnel, materials, goods, and services to emergency sites.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to provide the resources (i.e., human, technical, equipment, facility, materials, and supplies) of member agencies to support emergency transportation needs during an emergency or disaster.

SCOPE

This ESF provides support for local transportation, including:

- Managing and coordinating transportation activities to support the efforts of local agencies.
- Establishing priorities, allocating transportation resources, processing all transportation requests, and managing air and marine traffic

- Coordinating related emergency management activities with neighboring towns and state agencies
- Processing and overall coordination of requests for local transportation support
- Obtaining transportation services and providing visibility of transportation assets into and out of impacted areas
- Monitoring the accessibility of transportation capacity and congestion in the transportation system and implementing management controls, as required
- Assisting in designing and implementing alternate transportation services, such as mass transit systems, temporarily replacing system capacity lost to disaster damage.
- Coordinating the clearing and restoration of transportation resources
- Documenting transportation needs and reporting to the State Emergency Operations Center (EOC), if applicable

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

An organized evacuation of potentially endangered populations is one protective action and should be recommended only when other protective actions appear inadequate. An evacuation may be recommended when all or part of the Community is affected and may involve all or a portion of the population.

Areas in Portsmouth that might require evacuation would include:

General areas that may need evacuation:

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

Specific areas in Portsmouth that may need evacuation:

- City Hall
- Area Schools
- Camp Seawood
- Area Hotels, Motels & Inns
- City Parks & Beaches
- Senior Centers & Elderly Housing
- Recreation Center
- Area Churches

The major evacuation routes for Portsmouth are designated as:

Portsmouth Primary Evacuation Routes

- Interstate 95
- US Route 4
- NH Route 1B
- NH Route 33
- US Route 1
- NH Route 1A
- NH Route 16
- Route 1 Bypass

By state law, RSA 21-P, the Governor of New Hampshire may only recommend evacuation as being in the best interest of the safety and welfare of the citizens. On-scene commanders and local officials may recommend evacuation in local emergencies. Any evacuation assisted by federal, state, or local government officials does not bind that government liable for damages incurred. It is assumed that the officials at all levels of government have fully assessed the risks involved before recommending an evacuation.

PLANNING ASSUMPTIONS

When faced with a potentially life-threatening situation, people will generally follow three options:

- 1) *Most will follow the recommendations of federal, state, and local officials and relocate to pre-designated host areas by pre-selected routes.*
- 2) *Some will evacuate spontaneously to hosting facilities of their own choice.*
- 3) *Despite recommendations, some will not evacuate and will remain in place.*

In addition, the following assumptions can be made:

- Most localized systems and activities will be hampered by damaged transportation infrastructure and disrupted communications systems. There may be a shortage of fuel.
- The non-ambulatory residents living in the City may require evacuation assistance.
- Most residents will evacuate by private vehicle.
- Evacuation of livestock and household pets may be required and coordinated with *ESF #6, Mass Care, Housing & Human Services*, and *ESF #11, Agriculture, Natural & Cultural Resources*. This effort may require specialized transportation assets.
- Evacuation routes will be made passable and handle the traffic created by an evacuation.
- Emergency responders may require local vehicles, equipment, and other assistance for moving heavy equipment, supplies, or people in a disaster. Utilization of available transportation for local emergency operations will be given priority.
- City-owned vehicles (not otherwise involved in the emergency) will be available for use.

- Buses, trucks, and other transportation resources are potentially available from First Student Bus Company, COAST, C & J Bus Lines, and other local agencies with access to mass transportation assets and trucks (see Resource Inventory in Chapter 6).
- Transportation staging areas (i.e., pick-up and drop-off points) will be established as needed.
- Public information regarding evacuation will be provided via *ESF #15, Public Information*.
- In a major emergency, the relaxation of certain restrictions (i.e., weight restrictions on bridges and steep roads) may be necessary to allow response and relief equipment into affected areas.

CONCEPT OF OPERATIONS

GENERAL

Per the Portsmouth Emergency Operations Plan (EOP) and this ESF, the Transportation Coordinator coordinates transportation activities. The Transportation Coordinator will coordinate Support Agencies.

Requests for assistance will be forwarded to the Portsmouth EOC. The Department of Public Works (DPW) must coordinate closely with the local EOC to support the Transportation Coordinator.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, evacuation, staging, reception, and shelter areas.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Provide public outreach and education to increase awareness and preparedness for evacuation procedures.
- Establish a “functional needs” list with cooperation from the Fire Department/EMS and Police Department.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community’s hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- The Emergency Management Team will pre-identify a Transportation Coordinator to assist during an emergency.
- The Emergency Management Team, along with the Transportation Coordinator, if designated, will establish mutual aid agreements with state and private companies that may be called upon at the time of an emergency.
- The Emergency Management Team, along with the Transportation Coordinator, if designated, will develop and maintain lists of public and private transportation resources such as:
 - Buses, vans, and other passenger vehicles
 - Handicap-accessible vehicles
 - Box trucks, tractor-trailers, and flatbed trucks
 - Refrigerated trucks
 - Dump trucks
 - Trailers
 - Snowmobiles, ATVs, boats, and other off-road vehicles

RESPONSE PHASE

LEAD AGENCY

Transportation Coordinator (as designated by the Emergency Management Team)

- Coordinate transportation activities from the EOC as the Lead Agency for *ESF #1*
- Coordinate the overall direction of the evacuation procedures.
- Coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to an impacted area (i.e., building temporary roads into an affected area)
- Coordinate the emergency transport of materials, personnel, and equipment.
- Coordinate emergency transportation with bus companies as needed.
- Determine the approximate number of people involved.
- Assess transportation needs and coordinate with public and private entities to secure resources.
- Provide for tracking of people transported.
- Identify and assist those “functional needs” persons needing assistance to relocate.
- Disseminate information and instructions to the public through *ESF #15, Public Information*, and a designated Public Information Officer (PIO), including recommended evacuation routes, road and weather conditions, what residents should bring, and available public transportation.
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team’s Situation Report (SitRep):
 - Status of roads, bridges, critical facilities, and evacuation routes
 - Road closures and traffic control points
 - Designation of staging areas
 - Significant issues, activities, and unmet needs

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Designate a Transportation Coordinator
- If transportation requests exceed the capabilities of the City, contact area towns, NH Public Works Mutual Aid, Homeland Security & Emergency Management (HSEM), and other mutual aid systems for assistance.
- Activate *ESF #6, Mass Care, Housing & Human Services*, to begin sheltering procedures.
- Instruct the EOC, Support Agencies, and operational staff to implement evacuation procedures.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Ensure that the City government remains operational.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Fire Department/EMS

- In coordination with other departments and the Transportation Coordinator, determine usable routes for evacuation and the transportation of supplies and equipment and assess traffic routes for evacuees.
- Provide personnel to assist the Police Department in maintaining traffic control points, if available
- Provide recommendations on areas to be evacuated due to hazardous materials accidents in concert with additional agencies.
- Assign personnel, per the Police Department, to monitor and control traffic in staging areas such as parking areas, pick-up and drop-off points, and the location of essential equipment.
- Assist those “functional needs” persons needing assistance to relocate.
- Assist in the transport of non-ambulatory persons from the area of evacuation.
- Provide health and medical services per *ESF #8, Health & Medical*
- Provide medical transportation as needed.

Police Department

- In coordination with other departments and the Transportation Coordinator, determine usable routes for evacuation and the transportation of supplies and equipment and assess traffic routes for evacuees.
- Assist with the coordination of emergency transportation and evacuation routes.
- Establish and maintain control points to maximize traffic flow on evacuation and supply routes.
- Organize patrols to provide security in the evacuated area.
- Assign personnel to monitor and control traffic in staging areas such as parking areas, pick-up and drop-off points, and the location of essential equipment.
- Arrange for the removal of disabled vehicles blocking evacuation and transportation routes.
- Enforce mandatory evacuation when lawfully ordered.

Department of Public Works (DPW)

- Assess the City's transportation infrastructure damage and report to the EOC.
- Coordinate with the NH Department of Transportation (DOT) to keep evacuation routes and other essential roadways open.
- Prioritize and allocate resources to maintain and restore transportation infrastructure.
- Provide barricades, cones, and other devices to the traffic control points designated by the Police Department for road closures and evacuation routes.
- Recommend priorities for the restoration of local streets and roads.
- Arrange for emergency fuel resources through *ESF #12, Energy*, if needed
- In coordination with other departments and the Transportation Coordinator, determine usable routes for evacuation and the transportation of supplies and equipment and assess traffic routes for evacuees.
- Identify staging areas, stage equipment, and personnel near or outside areas known to have been affected in the past and may require large-scale evacuation.
- Assist in handling traffic control points designated by the Police Department or the Fire Department.
- Repair damaged evacuation routes and remove debris and obstructions.
- Clear parking areas at the shelter(s), if necessary
- Request assistance from local contractors for personnel and equipment, if necessary
- Document all transportation expenses incurred under emergency conditions.

School Liaison

- Maintain control over schools and advise the staff of planned actions, early closings, sheltering, or evacuation in concert with established and maintained plans.
- Coordinate with the Emergency Management Team to prepare the school(s) for use as an emergency transportation pick-up point or shelter.
- Coordinate with Emergency Management Team for mass transportation as needed per *ESF #1*
- Provide a representative at the EOC for school issues.

Emergency Communications Center (ECC)

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per *ESF #2, Communications & Alerting*

POTENTIAL RESOURCES FOR THIS ESF

Pease Development Authority/NH Port Authority

- Monitor, manage, and control air traffic
- Monitor, manage, and control marine traffic

RECOVERY PHASE

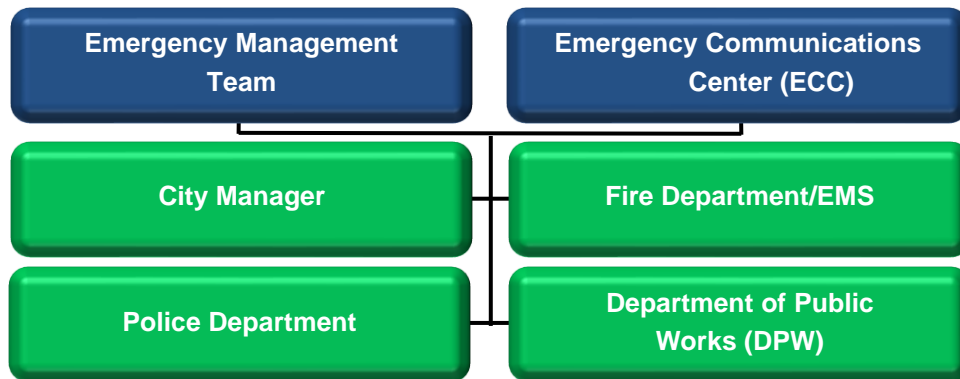
- The Transportation Coordinator will assist, coordinate, and facilitate the transportation required to return evacuees to affected areas.
- Demobilization would occur when:
 - All transportation needs have been met.
 - A detailed cost accounting has been documented.
 - The operational elements at the EOC have been terminated.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

ESF #2: COMMUNICATIONS & ALERTING

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses the provision of communication resources and coordination to support local collaboration and information sharing. This ESF is also responsible for the provision of emergency alerting and notifications to the public and response personnel, as well as the backup, restoration, and repair of some communication infrastructure.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF will assign the responsibilities and establish procedures to communicate with emergency responders in an emergency or disaster.

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

Portsmouth Emergency Communications Center (ECC), Police Department, Fire Department, and Department of Public Works (DPW) currently utilize radio networks for day-to-day operations. Some of these departments have base stations and mobiles for dispatching field forces and interfacing with other systems, both regional mutual aid and state agencies.

The City maintains radio communications with the NH State Police, the Rockingham County Sheriff's Office, NH Fish & Game, NH Forests & Lands, Marine Patrol, and other surrounding police and fire departments.

Local networks, by necessity, must form the basis for an emergency communications system. In addition, telephones will be utilized if those systems are in operation. If needed and available, amateur radio may augment the existing communications capability.

Emergency alerts may be received from private citizens, local or state police, another community, the county sheriff's office, fire mutual aid dispatch centers, the National Weather Service, and Homeland Security & Emergency Management (HSEM). Local warnings are usually telephoned to 911, received by the E 911 Call Center, and passed to ECC for dispatching to the appropriate departments. Upon receiving information regarding an emergency, the Fire Department or the Police Department will request ECC to notify the Emergency Management Team and other responding departments as needed. The Fire Department or the Portsmouth Police Officers could also contact the Emergency Management Team directly if the situation warrants it.

Since it cannot be determined which systems may remain operational, alternatives should be developed before an emergency, or expedient options may have to be developed during a crisis.

PLANNING ASSUMPTIONS

Major emergencies will probably generate an extraordinary demand on all communications systems, so priority usage must be given to state and local direction and control networks and the Emergency Alert System (EAS). The prioritized shutdown of cellular telephone service may be considered so that emergency services may use the system for as long as possible.

CONCEPT OF OPERATIONS

GENERAL

This ESF manages and coordinates communications and alerting activities during existing or potential emergencies, using established communication organizations, processes, and procedures. Primary responsibility for assessing and determining communication requirements will rest with the Lead Agency and the appropriate Support Agencies.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, a dispatch center.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Ensure the availability of appropriate communications equipment for all emergency responders.
- Develop a redundant communications system that can be utilized in case of a complete communications failure.
- Periodically review Standard Operating Procedures/Guidelines (SOPs/SOGs) and update according to new equipment and community needs
- Be sure that ECC knows who the Emergency Management Team is and how to contact him.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community’s hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Periodically test, maintain, and prepare all communications equipment in working order.
- Prepare a list of additional communications systems and equipment that can be utilized should available equipment become inoperable during an emergency.
- Keep an up-to-date list of contact information for all emergency responders, tech advisors, and agencies that may be needed during an emergency (see EOC Alert List in *ESF #5, Emergency Management*).
- Ensure the availability of replacement parts, batteries, etc., that may be needed to continue emergency communications during an emergency.
- Upgrade communications capabilities according to new regulations and codes
- Work with the City, Public Utilities Commission (PUC), Federal Communications Commission (FCC), and others to establish better cell coverage throughout the Community.

RESPONSE PHASE

LEAD AGENCY

Emergency Management Team (Co-Lead)

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the Emergency Operations Center (EOC).
- Organize and control emergency communications.
- Upon notification of an emergency alert, establish communication links with the following if necessary:
 - Support Agencies for this ESF
 - Area hospitals
 - American Red Cross (ARC)
 - Seacoast Public Health Network (SPHN)
 - Local Amateur Radio Operators
 - State EOC & WebEOC
 - Police, Public Works & Fire Mutual Aid Systems
 - Surrounding community EOCs
 - Emergency Response Personnel
 - Local school(s)
- Communicate with local emergency medical facilities to ensure readiness as needed.
- Coordinate with ECC and other agencies to limit any unnecessary use of communication resources unrelated to protecting life or property.
- Research and obtain additional communication resources, if needed
- Coordinate emergency alerting to the public with ECC, Genasys, Smart911, and other city-wide notification systems
- Coordinate with HSEM for additional communications support as required through WebEOC and other communication channels as available.

- Open communication lines with the regional office of the ARC for future assistance as needed.
- Open communication lines with SCPHN for future help if needed.
- Open communication lines with local ham radio operators if needed.
- Coordinate with area EOCs for additional communications support as needed.

Emergency Communications Center (ECC) (Co-Lead)

- Coordinate with the Emergency Management Team and other agencies to limit any unnecessary use of communication resources unrelated to protecting life or property.
- Research and obtain additional communication resources, if needed
- Coordinate emergency alerting to the public with the Emergency Management Team
- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per this ESF.

SUPPORT AGENCIES

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Fire Department/EMS

- Receive emergency notifications from ECC.
- Alert the Emergency Management Team of any notifications that are received.
- Upon notice of an emergency, the Fire Department shall make the required notification per Fire Department SOPs.
- Participate in emergency communications training.
- Provide communication equipment for first responders as needed.

Police Department

- Receive emergency notifications from the ECC.
- Upon notification of an emergency alert, make the required notification per police department SOPs.
- Activate law enforcement mutual aid notifications as needed.
- Participate in emergency communications training.
- Provide communication equipment for first responders as needed.

Department of Public Works (DPW)

- Receive notifications from ECC or other city officials.
- Alert the Emergency Management Team of any reports that are received.
- Participate in emergency communications training.

RECOVERY PHASE

- Based on the emergency, the Lead Agency, in concurrence with the Support Agencies, will direct recovery actions and notifications
- Full demobilization would occur at the termination of the operational elements at the local EOC.
- Some elements of this ESF may continue to be operational to support the recovery phase of the operations, which may remain active for an extended period.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

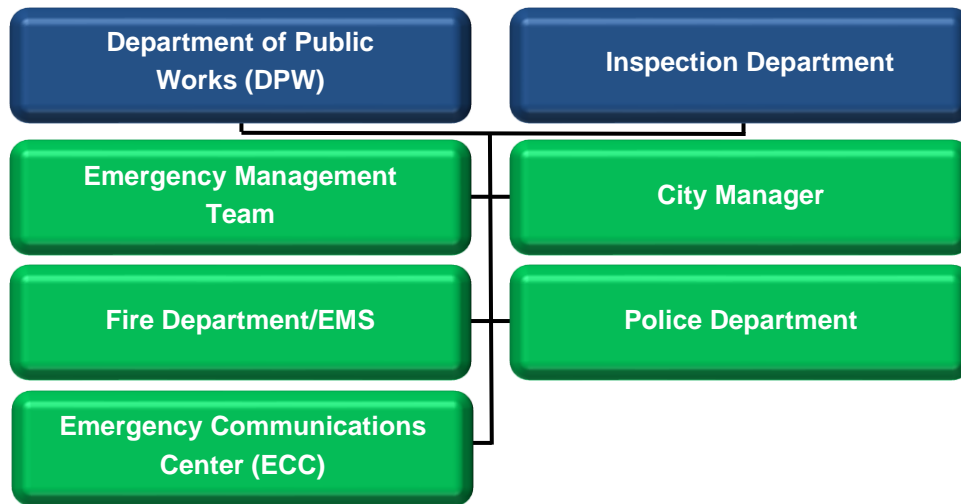
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ESF #3: PUBLIC WORKS & ENGINEERING

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses most engineering concerns unrelated to transportation systems and becomes involved in various mission types in response and recovery efforts. These missions include inspection and assessment, debris removal management, demolition and stabilization, reconnaissance, emergency repairs, and temporary and permanent construction.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to provide for and to implement procedures and policies in coordinating all engineering resources and expertise in surveying and assessing damage and initiating emergency repair of public highways, rights-of-way, bridges, public buildings and critical facilities, emergency ice, snow, and debris removal.

SCOPE

The scope of this ESF includes responsibilities related to *ESF #1, Transportation*. These include:

- Emergency clearing of debris allows emergency personnel and equipment to perform lifesaving and life-protecting activities.
- Providing technical advice and evaluations, engineering services, construction management, and inspection and emergency contracting
- Temporary construction of emergency access routes necessary for the passage of emergency response personnel

- Assist in the emergency restoration of critical public utility services, including electric, telephone, gas, potable water supply, and water provisions for firefighting.
- Establishing priorities and allocation of transportation resources, determining the importance of highway repair, conducting damage assessment, and coordinating emergency management activities with neighboring jurisdictions
- Assessing the damage to transportation infrastructure, analyzing the effects of the disaster on the local and regional transportation system, monitoring the accessibility of transportation capacity and congestion in the transportation system, and implementing management controls, as required
- Coordinating the clearing and restoration of transportation resources

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

A significant disaster in Portsmouth may cause unprecedented property damage. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may need to be reinforced or demolished to ensure safety. Debris may make streets and highways impassable. Public utilities may be damaged or partially or totally inoperable.

The Department of Public Works (DPW) mission is to support the citizens of Portsmouth through the safe operation, proper maintenance, and future development of highways, supporting infrastructure and utilities cost-consciously without sacrificing quality. Equipment at the DPW Facility may include heavy equipment such as dump trucks, backhoes, loaders, excavators, and graders (see equipment list on page 67). There may also be an assortment of other miscellaneous equipment housed at the DPW Facility that may be helpful during a disaster. The DPW Facility also stores fuel for city equipment and has a portable generator to run the pumps during a power outage.

Portsmouth is a member of NH Public Works Mutual Aid. Portsmouth's DPW may have to rely on outside engineering services during an emergency.

PLANNING ASSUMPTIONS

In Portsmouth, sufficient resources may not be available to meet public works and engineering needs during an emergency. Neighboring jurisdictions and state and federal assistance may be required to identify and deploy resources outside the affected area to ensure a timely, efficient, and effective response and recovery from the event. The DPW will organize and carry out debris clearance after an emergency. The DPW may require external assistance in debris removal when debris includes hazardous materials or situations beyond the capability of staffing and equipment.

Additional planning assumptions are as follows:

- Debris removal and emergency road repairs will be given priority to support immediate lifesaving emergency response activities.
- The DPW may have to seek private repair resources or rebuild transportation assets.

- Privately owned buildings serving the public may be declared unsafe by the Fire and Inspection Departments, but detailed structural inspections and repairs will be the building owner's responsibility.
- More qualified individuals may require re-inspection of previously assessed structures and damages.
- The DPW is responsible for maintaining the viability of city-owned roads and bridges.
- The State of NH Department of Transportation (DOT) is responsible for maintaining state-owned roads and bridges.
- The City will assist in restoring state-owned roads and bridges where possible during an emergency, upon request, and as resources are available.
- Emergency environmental waivers and legal clearances may be needed to dispose of materials.
- Citizens will assist in removing debris from the immediate area of their homes and businesses but will generally need government assistance in hauling it away for disposal.
- Citizens are often willing to help their neighbors with debris removal.

CONCEPT OF OPERATIONS

GENERAL

This ESF will support the local emergency response efforts following a disaster. Coordination will be maintained between local, state, and federal officials to maximize efforts. This ESF will work closely with *ESF #5, Emergency Management*, to provide damage assessment information to the Emergency Operations Center (EOC).

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will activate Support Agencies; the Emergency Management Team will activate other ESFs as needed. Components of the organization for this ESF may include but not be limited to staging areas.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Maintain all drainage systems/structures.
- Maintain road and culvert repair program.
- Work with the Planning Board to ensure points of access and road specifications are met for all new roads.
- Inspect and maintain all city-owned bridges.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Pre-identify temporary landfill sites.
- Establish Memorandums of Understanding (MOUs) with applicable agencies, companies, etc.
- Adopt procedures to ensure fueling capabilities during an electrical outage.
- Periodically test, maintain, and prepare all communications equipment in working order.
- Maintain an inventory of public and private equipment and personnel that can be used during an emergency.
- Establish a damage assessment team and descriptive criteria for damage assessment of drainage systems, bridges, and roadways.
- Maintain an inventory of disaster supplies, i.e., sandbags, plastic sheeting, plywood, barricades, temporary fencing, signs, and traffic control devices.
- Maintain inventory of all public utilities, bridges, and roadway conditions
- Maintain public works mutual aid agreements, particularly with NH Public Works Mutual Aid
- Identify alternate EOC representatives in the event of extended EOC operations.

RESPONSE PHASE

LEAD AGENCY

Department of Public Works (DPW) (Co-Lead)

- Inform the Emergency Management Team of road and highway conditions.
- Identifying temporary landfill sites
- Disperse equipment and workforce to strategic locations under the direction of the Incident Commander and the Emergency Management Team.
- Mobilize needs for resources, workforce, and equipment.
- Assist in transportation and traffic control requirements by constructing barricades and posting detours where needed.
- Compile and evaluate damage assessments from other city departments and staff and establish communications with field units and facilities.
- Provide emergency debris clearance to allow emergency personnel and equipment to perform lifesaving and life-protection activities.
- Fill/disperse sandbags as needed during flood conditions.
- Provide temporary construction of emergency access routes necessary for the passage of emergency response personnel and construction of fire breaks, as requested.
- Inspect and maintain water distribution, treatment, and storage systems.
- Monitor and block areas of concern before the arrival of floodwaters.
- Provide staff and equipment as available to assist other departments.
- Manage and arrange to dispose of debris, garbage, downed trees, and other debris from private and public property.
- Repair damage to critical city infrastructure (i.e., roads, water, and sewer systems.) and protect such facilities from further damage.

- With the Inspection Department, stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety, per recommendation from authorized state or local agencies and state RSAs.
- Coordinate additional engineering and construction resources as needed and provide support and personnel in response to disasters, including terrorist incidents/attacks.
- Report to the EOC when requested by the Emergency Management Team.
- Conduct post-incident clean-up for return to public use.
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - Status of debris removal activities
 - Status of critical infrastructure, emergency access routes, local roads, NH DOT Roads, and public utility restoration
 - Unmet needs, expended resources, and any surpluses

Inspection Department (Co-Lead)

- Inspect and maintain at-risk dams.
- Monitor dam(s), river elevations, and stream gauges.
- Mobilize needs for resources, workforce, and equipment.
- Compile and evaluate damage assessments from other city departments and staff and establish communications with field units and facilities.
- With the DPW, stabilize or demolish damaged structures or facilities determined to be an immediate threat or hazard to public safety, per recommendation from authorized state or local agencies and state RSAs.
- Report to the EOC when requested by the Emergency Management Team.

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the EOC as needed.
- Provide operational support at the EOC to assist in implementing this ESF.
- In coordination with other departments, assess the structural stability of buildings, bridges, and dams.
- Coordinate with Homeland Security & Emergency Management (HSEM) for additional public works equipment.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.
- Provide personnel and equipment to assist, as needed and as available.
- Assist with documentation, organization, and damage assessment.

Fire Department/EMS

- Assist residents with re-entry and removal of personal items from affected structures. & PD
- Assist with extrication from motor vehicles or buildings as needed.
- Assist the Police Department with traffic issues as needed.
- Establish a perimeter around damaged structures or facilities determined to be an immediate threat or hazard to public safety.
- Provide personnel and equipment assistance as needed and as available.
- With DPW and the Inspection Department, stabilize or demolish damaged structures or facilities determined to be a direct threat or danger to public safety, per recommendation from authorized state or local agencies and state RSAs.

Police Department

- Provide personnel and equipment to assist, as needed and as available.
- Provide security in affected areas if needed.
- Assist residents with re-entry and removal of personal items from affected structures.
- Establish traffic rerouting and roadway blockade as needed.
- Coordinate with the DPW and other departments to assess the situation.

Emergency Communications Center (ECC)

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per *ESF #2, Communications & Alerting*

RECOVERY PHASE

- Based on the emergency, the Emergency Management Team, in concurrence with the DPW, will direct recovery actions and notifications
- Recovery operations will include but not be limited to:
 - Documentation of disaster and restoration costs for possible federal reimbursement
 - The support of community cleanup efforts
 - The restoration of essential public services
 - If warranted, a post-incident review, including a damage assessment report with assistance from federal, state, and local officials.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.
- Full demobilization would occur at the termination of the operations elements at the local EOC.

The Equipment List for the Department of Public Works is located on the following pages.

EQUIPMENT INVENTORY LIST – ESF #3, PUBLIC WORKS & ENGINEERING

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Trailer	Scizzor tilt trailer		Public Works/Highway		
Trailer	Scizzor tilt trailer		Public Works/Highway		
Trailer	Utility Trailer		Public Works/Highway		
Heavy Equipment	289D3 Skidsteer		Public Works/Highway		
Heavy Equipment	Wheeled Loader		Public Works/Highway		
Truck	F-600		Public Works/Highway		
Truck	F600		Public Works/Highway		
Auto/Pickup	Ranger		Public Works/Highway		
Trailer	Enclosed Trailer		Public Works/Highway		
Trailer	Enclosed Trailer		Public Works/Highway		
Heavy Equipment	Crack sealer		Public Works/Highway		
Truck	F-550		Public Works/Highway		
Auto/Pickup	F150		Public Works/Highway		
Tractor	L6060 Tractor		Public Works/Highway		
Van	Ford		Public Works/Highway		
Truck	GR64B		Public Works/Highway		
Auto/Pickup	F350		Public Works/Highway		
Auto/Pickup	Explorer		Public Works/Highway		
Auto/Pickup	Explorer		Public Works/Highway		
Auto/Pickup	Explorer		Public Works/Highway		
Auto/Pickup	Explorer		Public Works/Highway		
Auto/Pickup	Silverado 2500 HD		Public Works/Highway		
Auto/Pickup	Tahoe		Public Works/Highway		
Truck	Ranger		Public Works/Highway		
Truck	F350		Public Works/Highway		
Auto/Pickup	Tahoe		Public Works/Highway		
Truck	Transit		Solid Waste		
Trailer	Enclosed Trailer		Solid Waste		
Tractor	920 Loader		Solid Waste		
Auto/Pickup	F-150		Solid Waste		
Trailer	Message Board Trailer		Solid Waste		
Trailer	Message Board Trailer		Solid Waste		
Auto/Pickup	Edge		Solid Waste		
Heavy Equipment	M3 Sweeper		Wastewater		
Auto/Pickup	Escape		Wastewater		
Truck	GR64F Truck		Wastewater		
Auto/Pickup	Edge		Wastewater		

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Auto/Pickup	Escape		Wastewater		
Heavy Equipment	908M Wheeled Loader		Wastewater		
Heavy Equipment	SKIDSTEER 289D3		Wastewater		
Auto/Pickup	F-150		Wastewater		
Auto/Pickup	F-250		Wastewater		
Auto/Pickup	Fusion		Wastewater		
Heavy Equipment	Granite Vactor		Wastewater		
Auto/Pickup	F550		Wastewater		
Auto/Pickup	F550		Wastewater		
Auto/Pickup	F550		Wastewater		
Heavy Equipment	Atlas Compressor		Wastewater		
Trailer	Trailer & Hot Jet System		Wastewater		
Auto/Pickup	F250		Wastewater		
Truck	F550		Wastewater		
Truck	10 Wheel Dump		Wastewater		
Trailer	Trailer		Wastewater		
Auto/Pickup	Focus		Wastewater		
Truck	Supercab 4x4		Wastewater		
Truck	X1E8		Wastewater		
Heavy Equipment	Dump Truck		Water		
Van	Transit		Water		
Heavy Equipment	420-07xe Loader		Water		
Heavy Equipment	Excavator		Water		
Auto/Pickup	Edge		Water		
Auto/Pickup	Escape		Water		
Van	Transit Connect XL		Water		
Auto/Pickup	GR64F		Water		
Auto/Pickup	F-250		Water		
Auto/Pickup	F250		Water		
Auto/Pickup	Edge		Water		
Auto/Pickup	Edge		Water		
Auto/Pickup	F250		Water		
Trailer	Boat Trailer		Water		
Trailer	20 XPT Flatbed Trailer		Water		
Van	Transit		Water		
Van	Transit		Water		
Truck	F150		Water		
Truck	F150		Water		

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Truck	F550		Water		
Truck	F550		Water		
Truck	F550		Water		
Truck	F550		Water		
Trailer	T16-DT Trailer		Water		
Trailer	Trailer		Water		
Truck	7400 Dump Truck		Water		
Van	Van		Water		
Auto/Pickup	Escape		Water		
Truck	Truck		Water		
Trailer	Trailer		Water		
Truck	Vactor		Water		
Auto/Pickup	F-550				
Sno-Go Snow blower			DPW/Equipment		
Snowloader WK-800			DPW/Equipment		
Amoskeag Horse Drawn			Fire		
Snoquip XX-51 HD Sidewalk Blower			Highway		
Toyota Forklift 8FDU25			Highway		
Hyster Forklift			Public Works/Highway		
Roller			Public Works/Highway		
Stump Grinder			Public Works/Highway		
Kubota Mini Track Excavator			Water		
Paver			Water		

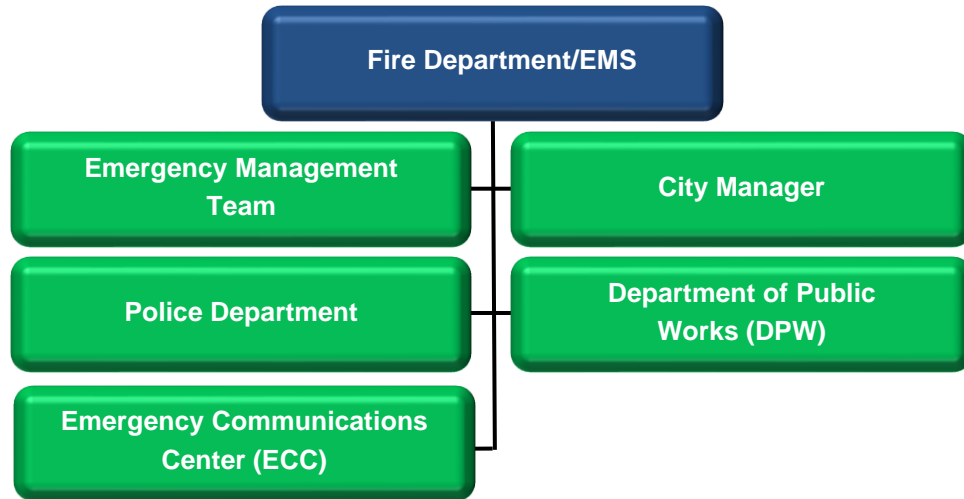
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ESF #4: FIREFIGHTING

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses fire suppression in rural, urban, and wild-land settings resulting from natural, technological, or human-caused disasters or emergencies. Local jurisdictions have the responsibility of providing basic fire service protection.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to provide a coordinated response of local resources to mitigate wildland fires, urban/rural fires, structural fires, and incidents of a magnitude that require the expertise of the firefighting community resulting from a natural, human-caused, or technological disaster.

SCOPE

This ESF shall include actions taken by applying personnel, equipment, and technical expertise to control and suppress incidents that have exceeded available resources.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Fire Department's functions include fire safety, surveillance, reporting procedures, and firefighting for all types of fires.

The Portsmouth Fire Department is a municipal fire department providing quality fire services and emergency medical services and transportation to the residents and visitors of Portsmouth 24 hours a day, 365 days a year. The department staffs a full-time Chief, Assistant Chief, Deputy Chief, two Fire Prevention Officers, four Captains, eight Lieutenants, 48 firefighters, an Executive Assistant & a part-time Secretary and operates three stations within the Community. The Portsmouth Fire Department has

mutual aid agreements with the Seacoast Chief Fire Officer Mutual Aid District (SCOMAD) and area departments. It is dispatched out of Portsmouth Emergency Communications Center (ECC). The Portsmouth Fire Department is as well-equipped to perform its assigned functions as any community of comparable size.

Portsmouth has three fire stations, which are vital to the emergency response. The Central Fire Station has a generator, a full kitchen, shower(s), and bathroom facilities. Fire Station #2 has a generator, a full kitchen, shower(s), and bathroom facilities. Fire Station #3 has a generator, a full kitchen, shower(s), and bathroom facilities.

The Fire Department maintains Standard Operating Procedures (SOPs) for fire suppression, vehicular accidents, lost persons, etc., and regularly trains personnel in those procedures. Coordination with other emergency services is standard procedure.

PLANNING ASSUMPTIONS

The Portsmouth Fire Department is the Community's largest single source of staffing; it would probably need additional personnel and equipment to perform its assigned tasks in a significant emergency. Due to the nature and size of the emergency, mutual aid assistance may be unavailable or severely limited, so expedient measures may have to be developed during the crisis.

Planning assumptions also include but are not limited to the following:

- Fires will occur regularly.
- Fires may be generated because of disasters, either natural or human-caused
- An unprecedented fire will require more resources than the Fire Department and local mutual aid can provide.
- In a major disaster or catastrophic event, there is a high probability that neighboring communities that the City would typically rely on for assistance will also be adversely affected. The Fire Department would most likely be committed and stretched beyond its response capabilities.
- Coordination and direction of the local efforts, including volunteers, will be required.
- Secondary events or disasters will threaten lives, property, and firefighting personnel.
- Water delivery systems may be damaged or inoperable in affected areas.
- Off-duty firefighters in a significant emergency are not obliged to leave a family crisis or their workplace to assist in emergency efforts.
- Vehicle access will be hampered by occurrences such as bridge failures, damage to, and debris in roadways; damaged areas will be restricted and not readily accessible except in some cases by air.

CONCEPT OF OPERATIONS

GENERAL

The Fire Department is the Lead Agency responsible for local operations to mitigate the effects of urban and wildland fire incidents in Portsmouth.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will notify the Emergency Management Team, who may activate the Emergency Operations Center (EOC), other ESFs, and Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, staging areas, evacuation, sheltering, public information, and law enforcement.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Enforce all existing fire codes.
- Carry out fire safety education for the public.
- Issue burning permits, enforce outdoor burning laws, and prohibit burning when hazardous conditions prevail.
- Provide fire department personnel training in all aspects of firefighting, including fire suppression, HazMat response, search & rescue, and incident command.
- Maintain running cards for the proper response to fire incidents.
- Develop and maintain mutual aid agreements with other departments.
- Work with the school district to develop and maintain a school emergency operation plan.
- Review and update SOPs annually.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Develop and maintain emergency management plans, procedures, and supplies related to emergencies and disasters, such as a Mass Casualty Plan.
- Assist owners or operators of commercial and industrial facilities that may require a particular fire protection plan.
- Maintain up-to-date information on types and quantities of hazardous materials present in the Community (Tier II reporting)
 - Maintain a list of all available firefighting resources, including equipment and personnel.
 - Obtain floor plans for facilities that may involve an extensive search.
 - Test, inspect, and maintain all firefighting apparatus and resources regularly.
 - Maintain a stockpile of specialized supplies.
 - Identify alternate EOC representatives in the event of extended EOC operations.

RESPONSE PHASE

LEAD AGENCY

Fire Department/EMS

- Coordinate all fire service activities.
- Begin call-up of all fire department personnel
- Implement SOPs and mutual aid agreements as necessary.
- Activate an Incident Command Post following the Incident Command System (ICS) near the incident site.
- Rescue trapped occupants if a structural fire occurs.
- Extinguish and contain all fires.
- Assist with vehicular and building extrications as necessary.
- Assist with the enforcement of restrictions and the evacuation of affected areas.
- Assist the Police Department with traffic issues as needed.
- Provide fire surveillance and offer fire protection within the evacuated areas.
- Provide a monitoring capability for radiological accidents or incidents.
- Establish perimeters for forest fires.
- Receive the notification of an actual or impending emergency and forward it to the Emergency Management Team per the discretion of the Fire Chief
- Disburse personnel and equipment to predetermined strategic locations.
- Activate the Mass Casualty Plan if needed.
- Respond to HazMat accidents/incidents per *ESF #10, Hazardous Materials*
- Conduct search and rescue operations per *ESF #9, Search & Rescue*
- Report power outages to the Emergency Management Team
- Report to the EOC when requested by the Emergency Management Team and delegate the on-scene command of the department to the next qualified member.
- Begin public alerting procedures per the Emergency Management Team as outlined in *ESF #2, Communications & Alerting*
- Begin the call-up of additional department personnel and recruit other personnel as needed.
- Conduct arson investigations, if necessary, in coordination with the Fire Marshal.
- Serve as a disaster assessment team member to determine the structural integrity of buildings affected by the disaster.
- In consultation with qualified personnel, assess the damage to fire equipment and facilities if needed and recommend condemnation of unsafe buildings.
- Provide personnel to other emergency services to augment their capabilities, if available
- Provide first response, immediate medical stabilization, and medical care for victims and responders.
- Provide medical treatment as needed and available.
- Provide rehab for the emergency responders.
- Provide medical transportation.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - Damage assessment information
 - Status of critical areas (i.e., fire station, communications, and storage areas)
 - Status of firefighting activities and operational facilities (i.e., staging areas)
 - Significant issues and staffing and resource shortfalls, capabilities, and unmet needs
 - Allocated and requested firefighting resources.

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the EOC as needed.
- Provide operational support at the EOC to assist in implementing this ESF.
- In coordination with other departments, contact the "functional needs" community, senior citizens, and vulnerable populations who may need assistance.
- Assess the structural stability of buildings, bridges, and dams with other departments.
- Coordinate with HSEM for additional assistance if needed.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency.
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.

Police Department

- Establish and control a secured perimeter.
- Increase patrol, security, and visibility in and around any impacted areas.
- Coordinate traffic rerouting, roadway blockades, and crowd control
- Coordinate emergency transportation routes
- Assist with evacuations as needed for impacted areas.
- Assist with arson investigations in coordination with the Fire Chief and Fire Marshal.

Department of Public Works (DPW)

- Inform the Emergency Management Team of road and highway conditions.
- Provide highway equipment and personnel support during large-scale firefighting operations.
- Inspect and assess the structural stability of buildings, roads, bridges, dams, and other infrastructure in conjunction with other departments or agencies.
- Assist the Police Department with traffic control by providing equipment, barricades, and other devices.
- Maintain transportation routes to provide access for emergency response vehicles.
- Clear debris and downed trees from the incident site
- Conduct post-incident clean-up for return to public use.

Emergency Communications Center (ECC)

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per *ESF #2, Communications & Alerting*

RECOVERY PHASE

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

- Perform decontamination functions, as described in SOPs, if necessary
- Assist in providing security for disaster-affected areas if requested
- Assist in clean-up operations.
- Perform such other functions as requested by the Emergency Management Team to alleviate suffering and return the citizens of Portsmouth to as near normal conditions as possible.
- Conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future disasters.

Full demobilization would occur at the termination of incidents in the field and the operational elements at the local EOC.

EQUIPMENT INVENTORY LIST – ESF #4, FIREFIGHTING

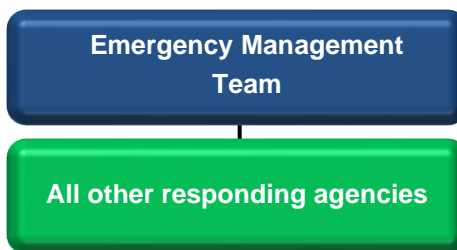
Resource (Equipment)	Model	Type	Location	Fuel	FEMA Cost Codes
Fire Apparatus	E-One	Tower Ladder	Station 2	Diesel	
Fire Apparatus	E-One	Pumper	Station 1	Diesel	
Ambulance	Ford	Ambulance	Station 2	Diesel	
Fire Apparatus	E-One	Rescue	Station 3	Diesel	
Ambulance	Horton	Ambulance	Station 1	Diesel	
Fire Apparatus	E-One	Pumper	Station 3	Diesel	
Ambulance	International	Ambulance	Station 3	Diesel	
Fire Apparatus	E-One	Pumper	Station 1	Diesel	
Fire Apparatus	Ferrara	Tower Ladder	Station 2	Diesel	
Fire Apparatus	E-One	Pumper	Station 3	Diesel	
Fire Apparatus	Ford	Forestry	Station 2	Gas	
Fire Apparatus	E-One	Heavy Rescue	Station 3	Diesel	

ESF #5: EMERGENCY MANAGEMENT

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses local incident management and response efforts to support local efforts. It encompasses the coordination of activities identified in the Emergency Operations Plan (EOP), the operation of the Emergency Operations Center (EOC), incident action planning, situational awareness, and information sharing.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to compile, analyze, and coordinate data collection relevant to disaster areas' injury, death, and damage assessments.

SCOPE

The scope is to coordinate and collect data activities at the local EOC to formulate response and recovery actions. However, this ESF does not execute the decision and assignment of resources. This ESF's role is to serve as a clearinghouse of information for all interested parties. This ESF is also responsible for establishing and maintaining a message center and coordinating initial needs and damage assessment activities. The activities are grouped among the following functions:

- **Information Processing**
To process essential information elements from local, state, federal, and other resources and disseminate information to provide adequate response activities.
- **Reports**
To consolidate information, document response activities, and provide essential information to local, state, federal, and other sources in timely reports. This ESF will develop and revise Situation Reports (SitRep) using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.
- **Displays**
To develop, maintain, and display information and status to facilitate briefings and current activities.

- **Planning and Support**

To plan and support activities used to assist in consolidating data to support the preparation of the action plan.

- **Technical Services**

To coordinate remote sensing and surveillance requirements; provide hazard-specific technical advice to support operational planning; and use additional Subject Matter Experts (SME) or technical specialists as needed.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

Gathering ever-changing critical information, reporting information that can be uniformly understood, and preparing documents to support command and control are vital to a successful operation. In every emergency, there is a need to communicate and plan effectively so that all responders are fully aware of the steps others are taking. In Portsmouth, this responsibility will fall upon the Emergency Management Team so that a single entity, with support help, can maintain the flow of information and updates from responders in the field.

PLANNING ASSUMPTIONS

It is assumed that the relay of information will pass between emergency responders and the Emergency Management Team in any emergency. In taking the role of Lead Agency for this ESF, the Emergency Management Team will gather and disseminate information to facilitate planning efforts and help determine the need for assistance from other local communities, the State, and the federal government.

Other planning assumptions are as follows:

- There will be delays in establishing full information processing capabilities.
- There will never be complete information.
- Due to intense activity levels, message flow may bottleneck the EOC during a disaster.
- Little information will be available early in the event, and initial information may be vague or inaccurate. Further uncertainty may be caused by conflicting information, misinformation, and rumors.
- Communications and transportation disruptions may hamper the collection and dissemination of accurate information.

CONCEPT OF OPERATIONS

GENERAL

Typically, this ESF will commence once the local EOC is activated due to an emergency. The following provides an overall description of the concept of operations.

In response to an incident, the following may occur:

- Emergency responders at all levels of government will initially assess the situation to identify the response actions needed. The assessment will provide the following:
 - A gross inspection of disaster impacts, including identifying the boundaries of the damaged areas, the type and severity of the damages, and the status of vital facilities.
 - A general assessment of the level of government operations
 - The operational integrity of critical facilities such as staging areas, mobilization centers, etc.

If warranted, the incident's assessment will be communicated to this ESF *and* directed to the appropriate operational element needing the information.

- The Support Agencies for this ESF will gather, disseminate, and transmit data to the Lead Agency. This ESF will collect, summarize, analyze, display, and share critical elements for the operational support of the local EOC. Such components include but are not limited to the following:
 - Boundaries of the disaster area
 - Social/economic/political impacts
 - Jurisdictional boundaries
 - Status of transportation systems
 - Status of communications systems

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, a Unified Command, a Joint Operation Center (JOC), and public information centers.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Prepare and maintain maps, displays, reference materials, databases, and other information sources for use during an emergency.
- Develop a system for collecting and analyzing information.
- Train team members in the use of data collection and analysis systems (tabletops or full-scale drills)
- Review and maintain the EOP annually.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Provide public outreach and education to increase emergency preparation awareness.
- Pre-designate administrative and clerical staff that may be needed at the EOC.
- Coordinate with the City Manager to establish an EOC plan and equip the EOC and the secondary EOC with extension cords, display boards, cots, blankets, etc.
- Coordinate with the City Manager to maintain and update the EOP to include an update to the Resource Inventory List and EOC Alert List.
- Coordinate with the City Manager for disaster mitigation programs and training.
- Maintain an inventory of public and private equipment and technology personnel that can be called upon during an emergency. (Resource Inventory List, Chapter 6)
- Obtain and refresh WebEOC training and ensure all EOC staff are adequately trained.
- Set up the phone lines necessary for emergency communications and reporting.
- Make provisions for the required resources that are needed to implement this ESF, such as:
 - Computers with appropriate software (i.e., Geographic Information System (GIS) and Computer Aid Design (CAD) programs), hardware (i.e., printers, keyboards, etc.), and operators
 - Data collection and reporting forms
 - Portable battery-powered radio(s)
 - Supply of batteries and other energy essentials
 - Telephones, radios, fax machines, and other communications equipment
 - Maps, US Census Data, and other reference materials.
- Periodically test, maintain, and have ready all equipment in working order.

RESPONSE PHASE

LEAD AGENCY

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Consider seeking the Mayor's authorization to declare a local state of emergency, if necessary
- Monitor weather and flood conditions.
- Develop a strategic plan for the incident.
- Coordinate information processing, collecting, and disseminating with other team members.
- Establish a check-in and check-out procedure to ensure that everyone entering the EOC signs an Attendance Log Sheet and provides a means of identification for the EOC staff so that security knows whom to admit.
- Establish the need for and provide security for the EOC through *ESF #13, Public Safety & Law Enforcement*
- Establish an effective message system that ensures a disciplined flow of incoming and outgoing messages in and out of the EOC.
- Prepare a shift schedule and provide the EOC staff with basic food, water, medical services, and other staffing needs.
 - Initiate long-term strategic planning for the affected area.
 - Establish and announce regularly scheduled briefings for agencies involved in the incident.

- Establish and announce regularly scheduled briefings for citizens of the Community and the media per *ESF #15, Public Information*
- Upon determination of an impending or actual incident requiring the activation of this ESF, the Emergency Management Team will gather personnel needed to meet the needs of the EOC, including, but not limited to:
 - Secretarial or skilled office help
 - "Runners" who can relay messages quickly to Support Agencies
 - A designated Public Information Officer (PIO) to prepare for and activate *ESF #15, Public Information*
 - Members of the Planning Board or GIS experts to assist with mapping.
- Activate communications equipment:
 - Local & regional dispatch
 - Telephones
 - Computers & internet connections
 - Backup generators
- Develop and revise SitReps using statistical, narrative, and graphic information from response and recovery operations, which provide an overall description of the situation.
- Track the progress of the restoration.
- Track the deployment of personnel and equipment working the emergency.
- Prepare action plans and reports and develop unique verbiage describing specific actions, priorities, or contingency planning requirements as requested.
- Prepare briefings and reports based on input from other ESF operational elements.
- Maintain chronological event logs, status boards, maps, and charts critical to the operation of the local EOC.
- Prepare periodic informational reports for Homeland Security & Emergency Management (HSEM) through WebEOC.
- Maintain records of expenditures and resources utilized.
- Obtain technical advice as needed.
- Log and track local, state, and federal response actions and requests to support operational elements.
- Gather and analyze information to be issued to the public and media through *ESF #15, Public Information*
- Develop a restoration priority plan.
- Provide analysis of the situation based on information such as:
 - Number of deaths or injuries
 - Missing persons
 - Boundaries of the disaster area
 - Designation of an area of operations
 - Access points
 - Special hazard areas: e.g., quarantined, flooded.
 - Hazard-specific information
 - Weather data
 - Status of critical facilities & infrastructure
 - Activated emergency management facilities.
 - Shelter and mass care information
 - Immediate life-threatening situations
 - Available non-local resources
 - Status of reconnaissance activities
 - Building condition data
 - Categories of missing information
 - Status of key personnel
 - Projected further responses.
 - Historical information

SUPPORT AGENCIES

All Other Responding Agencies

- Maintain accurate and up-to-date records of
 - Total staff hours
 - Vehicles used and mileage.
 - Equipment used.
 - Total equipment hours
 - Cost of materials
 - Photographs pre- and post-restoration
 - Geographic Positioning System (GPS) locations for all damaged sites
- Provide the Emergency Management Team with current and appropriate information on emergency actions being taken.
- Assist the Emergency Management Team with planning concepts and needs assessment.
- Assist the Emergency Management Team with technical and or logistical needs.
- Provide the Emergency Management Team with the necessary staff and tools to gather, analyze, and disseminate information effectively.
- Provide maps for planning and EOC display purposes.
- Provide a representative for the EOC.

RECOVERY PHASE

- Based on the emergency, the Emergency Management Team, in concurrence with the other Support Agencies, will direct recovery actions and notifications
- Full demobilization would occur at the termination of the operational elements at the local EOC.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

The EOC Alert List is located on the following page.

EOC ALERT LIST – LOCAL

Emergency Operations Center (EOC) Alert List - Local			
Name	Title	Phone (work)	Phone (cell)
Karen Conard	City Manager & EMD	603-427-1565	Dispatch file
Deaglan McEachern	City Mayor	603-427-1565	Dispatch file
Joanna Kelley	Assistant Mayor	603-427-1565	Dispatch file
John Tabor	City Councilor	603-427-1568	Dispatch file
Josh Denton	City Councilor	603-427-1565	Dispatch file
Beth Moreau	City Councilor	603-427-1565	Dispatch file
Andrew Bagley	City Councilor	603-427-1565	Dispatch file
Vincent Lombardi	City Councilor	603-427-1565	Dispatch file
Rich Blalock	City Councilor	603-427-1565	Dispatch file
Kate Cook	City Councilor	603-427-1565	Dispatch file
William McQuillen	Fire Chief & EMC	603-427-1565	Dispatch file
Mark Newport	Police Chief	603-427-1565	Dispatch file
Peter Rice	Director of Public Works	603-427-1565	Dispatch file
Kim McNamara	Health Officer	603-427-1565	Dispatch file
Shanti Wolph	Chief Building Inspector	603-427-1565	Dispatch file
Alan Brady	Information Technology Manager	603-427-1565	Dispatch file
Todd Henley	Recreation Director	603-427-1565	Dispatch file

EOC ALERT LIST – OTHER (STATE, REGIONAL, FEDERAL, ETC.)

Emergency Operations Center (EOC) Alert List - Other			
Name	Title	Phone (work)	Phone (cell)
	Homeland Security Field Representative		
HSEM	Homeland Security 24-Hour Duty Officer	800-852-3792	-
Paul Mayo	NH American Red Cross	603-225-6697	603-678-1740
Duty Officer	NH State Police-Troop A	603-679-3333	-
Julia Foulks	Seacoast Public Health Network	603-244-7311	
Duty Officer	Rockingham County Sheriff's Office	603-679-2225	-

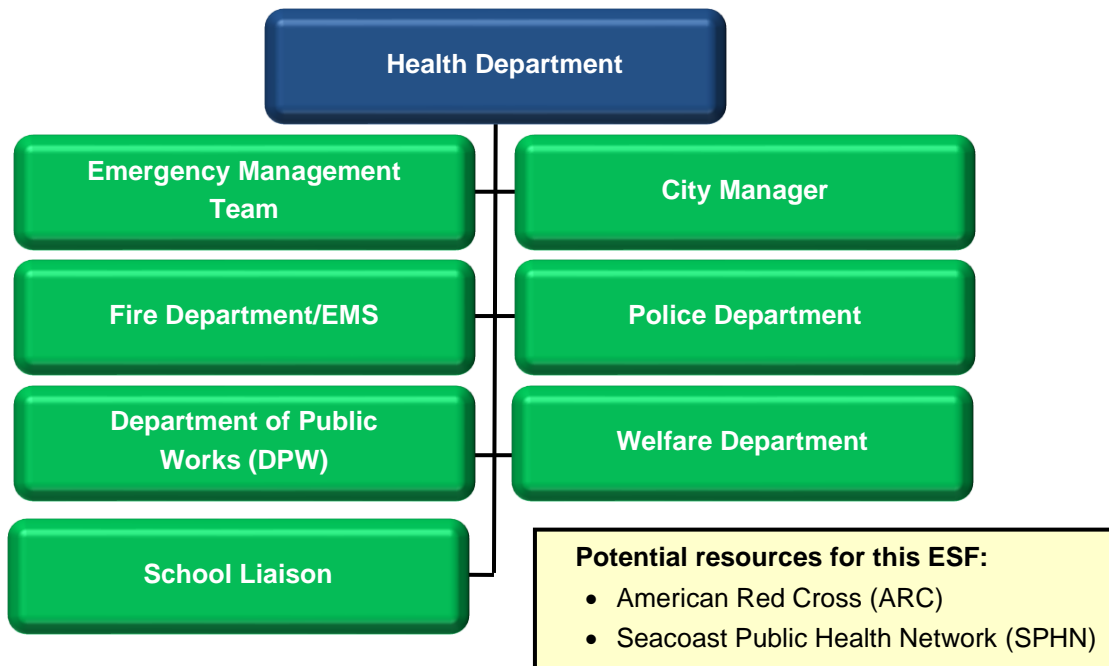
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ESF #6: MASS CARE, HOUSING & HUMAN SERVICES

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses, coordinates, and reports on the emergency mass care activities of local and Non-Governmental Organizations (NGOs) responsible for sheltering, feeding, counseling, temporary housing, and related social services and welfare activities required to assist disaster clients. In addition, this ESF is responsible for the safety and well-being of household pets in shelters.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to coordinate the provision of mass care, shelter, feeding, and emergency first-aid after a disaster or other event requiring this Plan's activation.

SCOPE

The Health Department will oversee all mass care and shelter operations as required based on the evacuation needs and the emergency in general. They will assist the Support Agencies in establishing and operating shelters and mass care when requested. American Red Cross (ARC) is a designated support agency in this Plan.

If a prolonged disaster exceeds 48-72 hours, Portsmouth could require the assistance of ARC. ARC independently provides mass care to all disaster victims as part of a broad disaster relief program, as outlined in charter provisions enacted by the United States Congress, the American Red Cross Act of January 5, 1905, and the Disaster Relief Act of 1974. ARC also assumes Lead Agency responsibility under the Federal Response Plan to coordinate federal response assistance to the mass care response of state and local governments and the efforts of other voluntary agencies, including ARC relief operations.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The primary shelter is where evacuees are directed during an emergency. The recommendation to evacuate people at risk during an emergency automatically requires that shelter spaces are made available and feeding operations for evacuees begin. Generally, schools and churches provide the best shelter facilities since they combine shelter spaces with the capability for mass feeding. Other potential shelters include community centers, armories, town halls, and service clubs.

For local emergencies, the designated primary shelter is Portsmouth High School. If the need arises and the high school is unavailable, the Senior Activities Center could be a secondary shelter.

In the unlikelihood that the buildings mentioned above are compromised, other private or public facilities may be expediently upgraded to provide shelter. These include area hotels, other schools, churches, inns and motels, and regional shelters. In the case of an emergency, the population would be advised to seek refuge in the best available facility.

PLANNING ASSUMPTIONS

Planning assumptions for mass care and shelter are as follows:

- Mass care shelters are temporary and are designed for people displaced because of an emergency incident or disaster.
- Shelter and mass care needs may be short-term operations for a limited number of people; primary short-term objectives are to protect citizens from the weather and provide charging stations, adequate seating, and restrooms. Operation Blessing, located in a facility adjacent to the homeless community, serves as a winter warming center. The Library and Senior Activities Center are available during the summer to serve as cooling centers.
- Alternatively, shelter and mass care needs may be long-term; long-term objectives are to provide food, places to sleep, shower, and restroom facilities.
- In slowly developing disasters, such as a slowly rising flood, there may be ample warning and enough time to evacuate to establish shelters in advance.
- When a shelter is open, the first order of business is to find solutions that enable the shelter's closing.

- Sheltering in New England tends to be shorter and has fewer people seeking shelter than elsewhere in the US.
- Other disasters can occur without warning; shelters, first aid, mass care, and feeding sites may have to be set up without advance notice.
- ARC will begin the provision of mass care and shelter services in response to requests from emergency management officials at the local, state, or federal level; ARC will respond to requests for disaster assistance within approximately two hours; actual help from ARC will be dependent upon the nature of the hazard, the size of the hazard's geographical area and the availability of staff. ARC in the local area can be contacted at 833-583-3111; if possible, advanced calling may expedite the response from ARC.
- ARC will manage and pay for a "Managed" ARC shelter. A "Supported" ARC shelter is not managed or paid for by the ARC; however, the ARC will bring in support and resources and may pay for portions of the expenditures depending on the agreement made at the time. The Community generally manages "Independent" shelters; a Medical Reserve Corps (MRC) may provide management, support, and resources. If available, ARC will support all other shelter facilities and enact a shelter agreement to manage if needed.
- Local Community Emergency Response Teams (CERTs) and MRCs, if available, may be available to assist with shelter operations. The Seacoast Public Health Network Medical Reserve Corp may be activated to assist in Portsmouth.
- The NH Disaster Animal Response Team (NH DART) may assist with pet sheltering operations if available.
- In the early stage of a disaster, sheltering should be started locally with ARC and other agencies. Should the scope of the disaster be large-scale and more regional, or when the local capacity has been met, regional sheltering could be the best solution. Portsmouth High is the designated regional shelter for Portsmouth.
- Long-term mass care may be required following some disasters.
- American Red Cross will not accept food not prepared by a licensed kitchen.
- Mass care facilities will receive priority consideration for structural inspections to ensure the safety of the occupants.
- Spontaneous shelter volunteers will require coordination; the appearance of spontaneous volunteers and the influx of emergency response personnel may place additional burdens on the shelter system. The City relies on the MRC to provide trained shelter volunteers.
- Some people who are not at risk may seek shelter.
- People may evacuate due to significant hazards before an official recommendation.
- Mass care facilities may require law enforcement for crowd control and security.

CONCEPT OF OPERATIONS

GENERAL

American Red Cross has been designated a Support Agency responsible for mass care and sheltering; state agencies may also be called upon to support the mass care function. Resources from the private sector will also be evaluated and applied to the response effort as appropriate.

Mass care may apply to meeting the needs of emergency responders and victims of a disaster. Mass care needs can be met through sheltering and cooling/warming stations, shower-only facilities, fixed or mobile feeding, and local town or regional shelters. All shelters should be “functional needs” sensitive.

The Health Department and supporting staff will advise the public through *ESF #15, Public Information*, of the shelter locations, the procedures to follow when evacuating, and recommendations that evacuees bring as much non-perishable food as possible. Mass care, sheltering, feeding, and emergency first aid activities will begin immediately after the disaster (or before if there is a warning).

In an emergency, the City is responsible for the mass care and sheltering of its citizens and visitors. A detailed shelter plan should be established to respond to the needs of evacuees and victims who may require mass care and shelter. The Health Department, the Emergency Management Team, the ARC, and other town officials should compile a comprehensive shelter plan as a stand-alone annex to this EOP. A list of shelter recommendations is available in Chapter 7.

Portsmouth has a supply of cots and blankets, which are stored in city-owned trailers at the Senior Activities Center. This supply is expected to increase as more cots are purchased. NH Homeland Security & Emergency Management (HSEM) may provide shelter resources if the Community requests. Additional Seacoast Public Health Network (SPHN) shelter resources may be available. ARC may also provide shelter resources from its supply of shelter trailers in southern and northern NH.

Pet sheltering in shelter facilities is dependent on the agreement with the shelter. Shelters operated by ARC and most other organized volunteer groups will allow pets in crates, provided they are not in the general population area where only service animals are allowed. ARC can access pet disaster supplies through the local NH DART.

Several studies have indicated that some people, particularly older people, will not leave their homes if they cannot take their pets. Leaving animals may also place them in harm’s way. Despite the danger warnings, Pet owners have been known to return to evacuated areas searching for their pets. If the City and sheltering facility allow, and there is adequate space, pets are housed in a separate section of the shelter.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Health Department, designated by the Emergency Management Team, will activate ESF Support Agencies as needed. Components of the organization for this ESF may include public information centers, mass care facilities, pet sheltering facilities, family assistance centers, and cooling and warming centers.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- The Emergency Management Team, along with the Health Department, will:
 - Coordinate with ARC and the SPHN to designate a primary and secondary human shelter and a shelter location for household pets.
 - Secure a Memorandum of Understanding (MOU) to use buildings designated as shelters.
 - Develop a plan for the relocation of evacuees during and after the emergency to ensure an accurate tracking procedure.
 - Develop an MOU with local cleaning companies for cleanup after pet sheltering.
 - Develop MOUs with area veterinarians and other local professionals who can accommodate pet sheltering.
 - Maintain the list of all pet-friendly hotels and motels in the area.
 - Identify a network of animal response teams; establish mutual aid agreements.
 - Maintain the MOU with the local humane society.
 - Maintain a complete list of public, private, and volunteer agencies and companies that can assist with this ESF, such as:
 - American Red Cross
 - Seacoast Public Health Network
 - Local Veterinarians and Humane Societies
 - Mental Health Counselors
 - Facilities that can provide food storage (i.e., freezer space)
 - Facilities that can assist with the acquisition of potable water
 - Facilities that can help with the acquisition of pet supplies and food

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- The Emergency Management Team, along with the Health Department, will:
 - Maintain the shelter plans for human and pet sheltering.
 - Maintain the supply of cots, blankets, and pet supplies (i.e., crates, bowls, etc.) and the appropriate storage location.
 - Practice and test the shelter plan to prepare for future emergencies.
 - Pre-designate and arrange for training of the shelter staff to open and maintain shelter operations.
 - Prepare a shelter kit with items ARC recommends (see Chapter 7).
 - Coordinate with *ESF #15, Public Information*, for the development of public information with pre-scripted messages about evacuee and pet sheltering needs
 - Organize resources (i.e., crates, forms, locations for food donations)
 - Prepare a plan to move the shelter should the primary shelter become compromised.

RESPONSE PHASE

LEAD AGENCY

Health Department

- Organize and coordinate all shelter activities and needs.
- Mobilize staff and open shelter(s), keeping them operating if necessary.
- Notify this ESF's Support Agencies of plan implementation and share information about what has occurred and initial response actions.
- Activate the shelter plan.
- Open communications lines to the shelter; if normal communications systems are damaged, activate components of *ESF #2, Communications & Alerting*, to facilitate the shelter's staffing.
- Register and track shelter occupants.
- Send daily shelter reports to ARC and the HSEM EOC if the shelter is "independently managed" by the City.
- Recommend to the public what items should be brought to shelters per *ESF #15, Public Information*.
- Coordinate the provision of pet sheltering and advise the public on pet sheltering locations and requirements per *ESF #15, Public Information*
- Identify and request additional resources through *ESF #7, Resource Support*
- Maintain communications between the shelter(s) and the Emergency Operations Center (EOC).
- Designate an EOC representative to report to the EOC on behalf of the shelter operations.
- Identify security requirements and notify the Police Department per *ESF #13, Public Safety & Law Enforcement*
- Coordinate with *ESF #8, Health & Medical*, for the treatment of ill and injured patients at the shelter and arrange for transportation as needed with the assistance of medical personnel.
- Obtain additional cots and blankets from ARC, NH HSEM, and the SPHN as needed.
- Coordinate with *ESF #7, Resource Support*, and *ESF #14, Volunteer & Donations Management*, to obtain necessary resources for shelter evacuees.
- Inspect all shelter facilities before and during occupancy to assess health and safety concerns.
- Participate in shelter training coordinated by the Emergency Management Team, SPHN, ARC, and other agencies.
- Participate in shelter training as coordinated by the Emergency Management Team and ARC.
- Participate in basic food safety training coordinated by the Emergency Management Team, SPHN, ARC, and other agencies.
- Monitor conditions, including food in the shelter(s), and make recommendations to assure the health and safety of the shelter occupants.
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - The number of shelter occupants and meals served.
 - Resources received and consumed or expended.
 - Condition of the facility
 - Identification of any unmet needs

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the EOC.
- Assess the requirements for fuel, food, water, warming, and cooling at the shelter and for emergency responders.
- Open temporary shelters if required.
- Notify HSEM, SPHN, ARC, and other volunteer agencies as needed of the activation of this ESF.
- Designate a Public Information Officer (PIO) to assist with communications to the public or the news media per *ESF #15, Public Information*
- Coordinate with the Health Department and *ESF #15, Public Information*, to recommend to the public what items should be brought to shelters.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Fire Department/EMS

- Inspect shelter and mass care facilities for fire safety and provide fire surveillance.
- Provide personnel to assist with the initial setup of the shelter.
- Coordinate the treatment of ill and or injured patients at the shelter per *ESF #8, Health & Medical*
- Per *ESF #8, Health & Medical*, arrange for medical transportation of patients from the shelter to area medical facilities.

Police Department

- Assist with traffic control and transport to and around the emergency shelter.
- Provide security and law enforcement at the shelter(s) and mass care facilities as available.
- Provide backup communications links from shelter facilities to the EOC via the use of 2-way radios, if needed
- Assist with pet sheltering as available.

Department of Public Works (DPW)

- Assist in obtaining and delivering shelter equipment & supplies.
- Ensure the power, water supply, and sanitary services at mass care facilities are maintained during an emergency.
- In coordination with the Emergency Management Team, designate and prepare suitable locations where state and federally-provided mobile homes may be placed for long-term shelter accommodations.

- With assistance from Human Resources, coordinate the transportation of goods, services, and people to shelter sites per *ESF #1, Transportation*.
- Assist in posting directions and road signage.
- Clear parking lots and evacuation routes of debris and snow

Welfare Department

- Provide individual and family assistance by recommending emergency food, clothing, and shelter.
- Establish a system and assist in answering disaster welfare inquiries in coordination with ARC.

School Liaison

- Prepare the school as a possible pickup and drop-off point during an emergency.
- Prepare school facilities for feeding and sheltering, making available all on-hand food supplies needed for mass feedings per this ESF.
- Oversee and inspect food preparation activities (per State of NH guidelines).
- Ensure that heating, sanitation, and all potential health hazards (per the State of NH guidelines).
- Work to ensure the food safety provided at the shelter is prepared according to state laws and protocols.
- Participate in shelter training coordinated by the Town, ARC, and other agencies.
- Assist in providing personnel for registering evacuees based on availability.
- Evacuate students, if necessary, per the school's Evacuation/Emergency Operations Plan (EOP)
- Designate a school representative(s) that would report to the EOC during an emergency.

POTENTIAL RESOURCES FOR THIS ESF

American Red Cross (ARC)

- Assist with temporary, short, and long-term sheltering of residents as necessary and as available through staffing and operational support.
- Provide individual and family assistance consisting of emergency food, clothing, shelter, and health and mental health services.
- Determine the needs of individuals and families through case management support and assist in establishing a disaster welfare inquiry and family reunification system.
- Assist with the registration of evacuees at shelter locations.
- Assist in mass feeding for victims and emergency workers and provide emergency assistance for other essential needs.
- Provide a liaison to the local EOC.
- Provide disaster mental health, spiritual care needs, and health services.
- Provide shelter and mass care training to city-designated shelter volunteers and exercise support to the Community.
- Assist the City in pre-identifying and assessing shelter locations.
- Activate and organize shelter teams and provide shelter comfort kits.
- Provide cots, blankets, and other shelter supplies to augment the City's supplies.

Seacoast Public Health Network (SPHN)

- Provide shelter supplies as available.
- Coordinate shelter surveillance
- Support the “functional needs” population in the shelter.
- Work with the Health Department to ensure food safety and sanitation at the shelter.
- Request assistance from the MRC and CERT
- Assist with this ESF, as available.

RECOVERY PHASE

- Recovery operations may be initiated during response operations, as determined by the Health Department in coordination with the Emergency Management Team and other Support Agencies for this ESF.
- Assist evacuees in returning to their homes.
- Assist with temporary housing for evacuees who cannot return to their homes.
- Provide public information regarding follow-up programs that may be available.
- Arrange for crisis counseling services as needed through disaster mental health teams (i.e., ARC, SPHN, or other agencies)
- Ensure the return of the shelter(s) to its previous use and condition.
- Ensure that the collection of garbage and refuse is completed, per *ESF #3, Public Works & Engineering*
- Compile documents, records, costs, and all expenses that may or may not be eligible for reimbursement.
- Ensure all health and safety issues are resolved and all essential services and facilities are re-established and operational.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

Full demobilization would occur at the termination of the operational elements at the local EOC and when the shelter facility has been returned to its pre-disaster use.

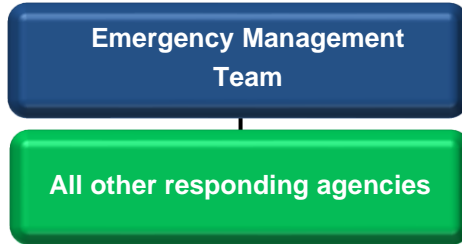
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ESF #7: RESOURCE SUPPORT

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses support to local emergency response and recovery entities. This support includes locating, procuring, and issuing resources, including equipment, supplies, facilities, and services required by emergency responders and disaster survivors.

LEAD & SECONDARY AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to provide logistical support before, during, or following a disaster.

SCOPE

This ESF integrates and coordinates between governments, the private sector, and volunteer organizations involved in emergency response and recovery efforts. It describes how state and federal resources will be coordinated to supplement local resources in response to a disaster.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

In an emergency, Portsmouth will require the resources necessary to maintain essential industries and services, support the key personnel working within these facilities, and provide the citizens, both affected and unaffected by the emergency, with at least minimal levels of essential survival resources (i.e., food, water, housing, medical care, fire, and police protection, etc.). Distribution patterns will be altered as much as possible to provide these essential resources. If possible, the stockpiling of as many essential materials as possible will begin during pre-crisis periods on NH Homeland Security & Emergency Management (HSEM) recommendations.

Should the emergency warrant an evacuation of a significant portion of the population to neighboring or regional facilities, the resources no longer needed in Portsmouth may be shared with the hosting community.

PLANNING ASSUMPTIONS

General assumptions for this ESF are as follows:

- An emergency or disaster can occur in Portsmouth anytime, creating significant human suffering, property damage, and economic hardship to individuals, local government, and the business community.
- The nature of the emergency might be such that the City would have to survive for an extended period on current resources available until outside assistance can be obtained.
- Rationing resources may become necessary until outside assistance from federal, state, or regional sources becomes available.
- Generally, people will cooperate with official regulations restricting essential resources during an emergency.
- The City assumes that many emergencies may produce severe consequences, and the varying degrees of impact will affect the response.
- In conjunction with the State, the City is primarily responsible for natural, human-caused, and technological emergency preparedness and has shared responsibilities with the State and federal governments for national security preparedness.

CONCEPT OF OPERATIONS

GENERAL

Upon activation of the Emergency Operations Center (EOC), each emergency services department will report to the Emergency Management Team on the status of essential resources available, present or predicted shortfalls, and needs for additional resources. The Emergency Management Team will report the shortfalls and needs to NH HSEM and request assistance if the necessary resources are exhausted or unavailable locally. The Community must show an inadequate response if state and federal resources are requested.

These resources may be deferred to the Community on orders of the respective agencies. An effective response by state or federal resources, prompt notification to NH HSEM of the situation, and the potential need for assistance are essential.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Emergency Management Team will activate ESF Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, staging areas and holding areas.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Maintain the Resource Inventory List (Chapter 6) by identifying and assessing available resources and facilities necessary for the emergency response.
- Review and maintain the Emergency Operations Plan (EOP) annually.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Maintain an inventory of public and private equipment that can be requested during an emergency.
- Periodically test, maintain, and have ready all equipment in working order.

RESPONSE PHASE

LEAD AGENCY

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Assume overall coordination of resource allocation and the processing of requests.
- Request staff to come to the EOC to provide logistical support as required.
- With support staff, provide continuous control and accountability of equipment, personnel, goods, and services in support of the disaster.
- Notify local, state, and federal agencies regarding the emergency and the anticipated resource requirements.
- Assemble all available equipment resources and track deployment of equipment and personnel.
- Develop and implement an emergency services plan to include the coordinated procurement and distribution of vital services.
- Acquire necessary private resources and request authorization of the expenditure of funds from the City Council.
- Place city personnel on standby or direct them to staging areas with some facilities staffed for immediate response.
- Monitor, track, and provide logistical support for staff movement and the status/disposition of all resource requests.
- Stage resources near the expected impact/emergency areas when possible
- Provide initial reports based on resources that have been requested.
- Provide communication resources in coordination with *ESF #2, Communications & Alerting*
- Provide transportation resources in coordination with *ESF #1, Transportation*.
- Provide food for resource staff in coordination with *ESF #6, Mass Care, Housing & Human Services*
- Provide fuel in coordination with *ESF #12, Energy*, for resource vehicles.
- Ensure security for staging areas and facilities in coordination with *ESF #13, Public Safety & Law Enforcement*

- In coordination with the City Manager, issue orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.
- Coordinate the use of essential utility services.
- Ensure that essential resources are returned to their primary use once they are no longer needed for the emergency.

SUPPORT AGENCIES

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Work with the Emergency Management Team to approve and disburse funds as needed during and after the emergency.

Fire Department/EMS

- Assist the Police Department with traffic control to move resources to and from staging areas as available.

Police Department

- Provide security for resources and staging areas as required per *ESF #13, Public Safety & Law Enforcement*
- Provide traffic control for the movement of resources to and from staging areas.

Department of Public Works (DPW)

- Maintain liaison with local contractors and equipment dealers.
- Assist the Emergency Management Team in maintaining a list of local construction equipment and personnel.

All Other Responding Agencies

- Provide the Emergency Management Team with current and appropriate information on resource availability and shortfalls.
- Maintain accurate and up-to-date records of
 - Total staff hours
 - Vehicles used and mileage
 - Equipment used
 - Total equipment hours
 - Cost of materials
 - Photographs pre- and post-restoration
 - Geographic Positioning System (GPS) locations for all damaged sites
- Provide personnel and equipment in the implementation of this ESF.

RECOVERY PHASE

- This ESF will support the emergency organization by providing logistical support for resolving all health and safety issues before full demobilization and assurance that all essential services and facilities are re-established and operational.
- Partial demobilization could occur based on the extent of the current response and recovery actions and at the discretion of the Emergency Management Team.
- Full demobilization would occur at the termination of the operational elements at the local EOC.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

A complete Resource Inventory List can be found in Chapter 6 of this Plan.

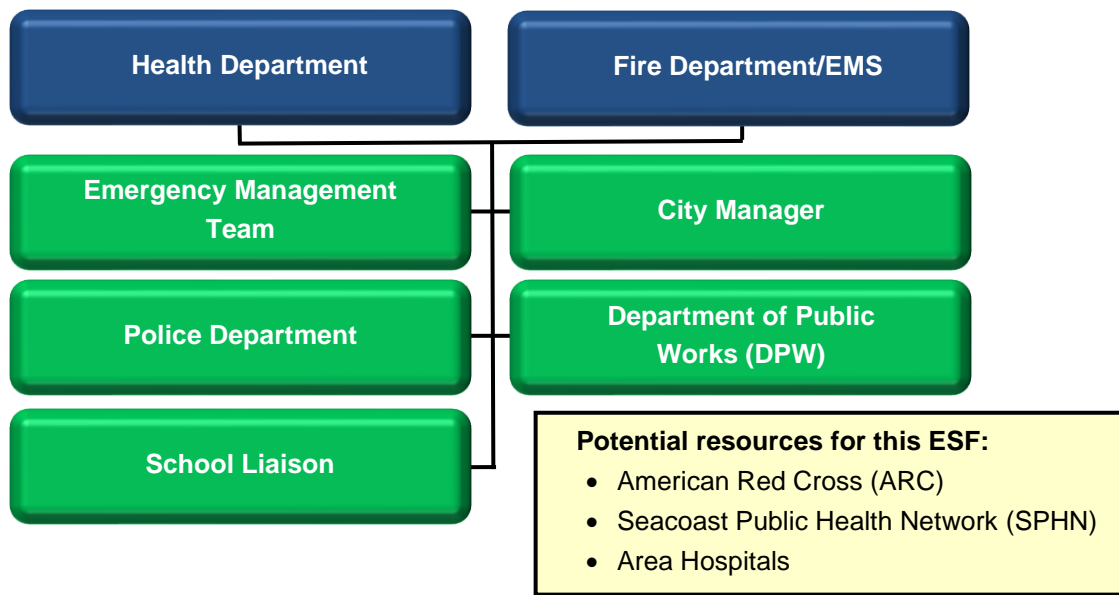
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ESF #8: HEALTH & MEDICAL

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES & ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to coordinate the delivery of primary and supplemental health, medical, and essential human services to individuals, families, and emergency services personnel. This ESF also provides these services to disrupted or overwhelmed local health and medical personnel and facilities before, during, and after a disaster. In addition, this ESF provides guidelines for maintaining healthy living conditions during an emergency and restoring essential health functions to the affected area.

SCOPE

This ESF includes those actions that support local, private, and government efforts to save lives, care for the injured, transport disaster victims to appropriate medical facilities, and protect and respond to public health needs. This ESF also covers local mass casualty events or hazardous materials incidents.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Portsmouth Fire Department handles emergency medical services (EMS) and transportation for the residents and visitors of Portsmouth. Emergency responders are certified in various levels of emergency medical care, from Advance Emergency Medical Technician (AEMT) to Paramedic. They are as well equipped to perform their assigned functions as any community of comparable size. The Fire Department may call upon other EMS agencies to assist in overwhelming situations.

The City has a Health Department, including an appointed Health Officer, a Deputy Health Officer, and two Health Inspectors. The Seacoast Regional Public Health Network can access medical personnel and 350 MRC volunteers. Registered nurses, physicians, and volunteers with first aid training who live nearby or in the Community could augment the medical capability, providing professional licensure.

Residents of the City rely chiefly on the medical services provided at Portsmouth Hospital, which maintains its emergency response plan. Alternative hospitals include Exeter Hospital in Exeter (14 miles) and Wentworth-Douglas Hospital in Dover (15 miles). Alternative hospitals may be used in overwhelming situations.

A significant emergency affecting Portsmouth and the surrounding area could result in many casualties and fatalities. Temporary portable morgues may need to be established. All efforts would be expediently handled to deal with many fatalities. Guidance in health matters in an emergency is available from the NH Department of Health & Human Services (DHHS) and the Seacoast Public Health Network (SPHN). The Disaster Mortuary Response Team (DMRT), the Disaster Medical Assistance Team (DMAT), and other federal services may be activated through the State Emergency Operations Center (EOC).

SPHN is a collaborative of municipal, health, human services, and other regional agencies encompassing 23 municipalities. Through SPHN, these municipalities have agreed to develop a regional plan to address public health emergencies. The Regional Public Health Emergency Annex is scheduled for an update in 2025; it will continue to be considered an annex to this Plan.

Natural disasters can cause a public health emergency, biological terrorism, chemical terrorism/accidents, radiological terrorism/accidents, or naturally occurring infectious disease outbreaks. During these events, the Multi-Agency Coordinating Entity (MACE) will ensure each agency provides resource and status information and coordinates the local EOC's efforts within the region.

The local EOC will support the MACE in coordination, staffing, communications, resource dispatching and tracking, information collection, analysis, and dissemination. In a public health emergency, the local EOC, through the MACE, will communicate with NH DHHS, Incident Command, and the State EOC (see Chapter 6, Resource Inventory).

PLANNING ASSUMPTIONS

Planning assumptions include, but are not limited to, the following:

- A Mass Casualty Incident (MCI) could occur anywhere in Portsmouth, including hazardous materials or many persons.
- Temporary mortuary facilities or storage areas may need to be established in the event of many fatalities.
- Portsmouth's diverse population includes older and vulnerable populations with increased health needs.
- Damage to communications and transportation systems may prevent non-damaged facilities from operating due to a lack of functioning utilities and employees who may not report to work.
- The public will require guidance on avoiding health hazards caused by or arising from the emergency.
- Disruption of sanitation services and facilities, loss of power, and massing of people in shelters will increase the potential for disease and injury.
- Resources external to Portsmouth (such as area hospitals, NH DHHS, or SPHN) could support the mass administration of immunizations and medications. Senior Activities Center in Portsmouth is a designated Point of Dispensing (POD).
- Most people will seek medical care on their own.
- Per established state plans, when the Town requests activation of the MACE, NH Homeland Security & Emergency Management (HSEM) shall also open a Joint Information Center (JIC) for communications with the MACE. The City's Public Information Officer (PIO) will help coordinate communications with the State, the MACE, and the JIC.
- Personal Protective Equipment (PPE) may be in short supply.
- During prolonged emergencies, such as pandemics, there may be a need to provide response and recovery efforts simultaneously.
- Unchecked accumulation of debris, contaminated food or water consumption, and inadequate sewage disposal will result in public health problems if not abated early in the emergency cycle.
- Local medical personnel will spontaneously volunteer to assist.

CONCEPT OF OPERATIONS

GENERAL

The Fire Department provides medical treatment for casualties caused by a disaster and procedures for handling fatalities. Hospitals with a Mass Casualty Plan will invoke its use in concert with this Plan.

In the post-disaster period, potential threats to human health, such as contaminated water, could be possible; therefore, the public must be alerted and notified of the procedures necessary to safeguard health.

Because of the wide range of natural and human-caused disasters, many decisions will have to be made at the time of the incident based on an expedient capability assessment and the availability of medical resources. These decisions must be made based on the best advice and recommendations available to the Health Department and Fire Department/EMS in coordination with the Emergency Management Team and the City Manager. Federal and state officials will assist in the decision-making process. Since no judgment can be made regarding the health and medical capabilities that would survive a significant emergency, certain expedient medical decisions will be made after assessing the remaining capabilities.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Support Agencies will be activated as needed by the Lead Agencies. Components of the organization for this ESF may include but are not limited to triage, sheltering (pet and human), points of dispensing, medical transportation, law enforcement, and quarantine.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agencies (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- The Health Department will educate the public and enforce all public health standards.
- The Fire Department will maintain training programs to ensure adequate EMS response for all disasters.
- The Health Department will conduct health awareness programs and public outreach campaigns concerning such topics as the use of untreated water, contaminated food, and other unsanitary practices following disasters.
- The Fire Department and the Health Department will coordinate immunization campaigns and shelter-in-place as recommended before emergencies.
- The Fire Department and the Health Department will maintain a complete database of essential resources needed during an emergency.
- The Health Department will educate the public about maintaining safe and adequate food and water supplies.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community’s hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- The Fire Department will assess options for obtaining adequate medical supplies before a disaster.
- In coordination with other departments, the Fire Department should establish a significant PPE stockpile and explore funding opportunities with private and public entities.
- The Emergency Management Team, Police Department, and Fire Department will coordinate to develop a “functional needs” list and specific needs for evacuating the population of the functional need from their homes.
- The Fire Department and the Health Department will participate in and conduct specialized training by the SPHN, ARC, and other agencies.
- The Fire Department will periodically test, maintain, and prepare all equipment in working order.
- The Health Department will coordinate with the SPHN to develop and assist in developing local and regional pandemic planning.
- The Health Department will monitor and initiate planning and preparedness actions for spreading potential illnesses and contagions throughout the State and their potential impact on the City.
- The Fire Department and the Health Department will monitor health and medical supplies caches, including personal protective equipment, CHEMPACK, special medical needs, and mortuary supplies.
- The Emergency Management Team will create a list of all logistics trailers available during an emergency. Two trailers are available; two additional trailers have been requested through the CIP process.
- The Fire Department will monitor healthcare facilities for capacity, surge, developing trends, critical systems, and reportable illness investigation.
- The Health Department will coordinate with SPHN for recommended vaccinations or immunizations.
- The Health Department will assist with preparing emergency information on public health topics such as infectious diseases and immunizations.
- The Health Department will work with the Department of Health and the SPHN to identify and prevent public health emergencies and outbreaks.

RESPONSE PHASE

CO-LEAD AGENCIES

Health Department (Co-Lead)

- Assess the health needs and the capabilities on hand and report them to the EOC.
- Establish communications and liaise with key health and medical organizations (EMS, area hospitals, SPHN, NH DHHS, the NH Medical Examiner, home health care agencies, psychiatric/mental health, and social service providers).

- In coordination with state, federal, regional, and private organizations such as the NH DHHS, SPHN, and the American Red Cross (ARC), perform and assist with the following functions:
 - Identify and control disease-spreading vectors such as flies, mosquitoes, and rodents after a declared emergency by taking proper measures such as professional extermination, ground and aerial spraying, and eliminating sites that attract such vectors.
 - Identify and control the spread of disease between humans by social distancing, quarantine, and isolation guidelines set forth by federal, state, and town governments.
 - Monitor communicable diseases and make determinations about needed immunizations and medical countermeasures.
 - Provide assessment and recommendations concerning potential health effects and remedial actions associated with water-borne pollutants.
 - Coordinate medical countermeasure campaigns or isolations/quarantines as needed during the emergency.
 - Conduct epidemic intelligence, evaluation, and detection of infectious diseases during a public health incident.
 - Ensure that health surveillance systems are operational.
 - Coordinate with the State's new Psychiatric Mobile Response Team (PMRT) to develop a local mental health crisis counseling team.
 - Coordinate inspection of food, water, drugs, and other consumables exposed to the hazard.
 - Monitor food handling and sanitation in emergency facilities.
 - Issue "boil orders" for drinking water as needed.
 - Contact the State to request a quarantine order should local health officials recommend quarantine of all or part of the Community.
- Ensure that the health needs of the EOC staff are met.
- Coordinate with the Emergency Management Team to designate a temporary morgue facility and monitor the facility based on state regulations.
- Determine the need for quarantine and order isolation/quarantine as state law requires.
- Develop health-related information for dissemination through *ESF #15, Public Information*
- Receive and act on any Health Alert Notices (HAN) from the Division of Public Health Services.
- Report to the EOC when requested or send a representative.
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - An overall assessment of health issues concerning the Community.
 - Report on communications with NH DHHS, SPHN, area hospitals, public schools, nursing homes, etc.
 - Number of casualties, injuries, and fatalities
 - Health risks, current and potential
 - Identification of unmet needs

Fire Department/EMS (Co-Lead)

- Perform all EMS administrative and operational functions and provide necessary medical assistance and personnel.
- Manage or assist with the staging facilities for triage, points of dispensing, and first aid.
- Assist with the treatment, isolation, and decontamination of victims of hazardous material incidents or infectious disease outbreaks.
- Coordinate emergency health and medical functions with the Health Department.
- Activate the Mass Casualty Plan if needed.
- Gather information concerning injuries and fatalities resulting from emergencies and forward this information to the EOC as soon as possible.
- Provide medical transportation for injured and non-ambulatory patients to area hospitals.
- Assess the medical capabilities on hand and report these to the EOC.
- Coordinate with other area hospitals if necessary to receive patients.
- Assess victim injury or illness level and recommend the appropriate medical facility for care.
- Coordinate resources to support a surge in the healthcare system.
- Monitor the safety and health of emergency responders.
- Ensure victims' triage, treatment, and transport are per established protocols.
- Request additional medical assistance, equipment, supplies, and health staffing.
- Assist the "functional needs" population (i.e., children, dialysis patients, disabled persons, homebound patients, persons with limited English proficiency, older people, and patients dependent on home health care services).
- Assist with extrication and rescues as needed.
- Assist with evacuations as needed for impacted areas.
- Assist with traffic control and transportation as available.
- Respond with HazMat equipment if needed.

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Provide direction and control at the EOC.
- Request staff to report to the EOC to support the situation as required.
- Notify the Health Department and other applicable response agencies.
- Notify SPHN and coordinate to open inoculation centers if required.
- Secure video conferencing for daily operations
- Assist medical personnel in the establishment of quarantine units.
- In coordination with other departments, contact the "functional needs" community, senior citizens, and vulnerable populations who may need assistance.
- Assist with the coordination of outside assistance.
- Contact NH HSEM as needed.
- Request medical assistance from members of the Community as available.
- Request the activation of the MACE, DMORT, DMAT, the Medical Reserve Corps (MRC), and other federal response services as needed through the State EOC.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Police Department

- Provide security and escorts, if requested, to assist the NH State Police with transporting resources from the Strategic National Stockpile (SNS).
- Provide security at points of dispensing to guard against theft.
- Assist with evacuations as needed for impacted areas.
- Identify and secure access routes needed for emergency responders.
- Establish traffic rerouting and roadway blockade as needed.
- Establish and control a secured perimeter.
- Increase patrol, security, and visibility in and around any impacted areas.
- Request additional law enforcement if needed.
- For local HazMat or mass casualty incidents, assist the Emergency Management Team and Fire Department as needed.
- Implement social distancing policies and employee monitoring.
- Implement exposure guidelines from the Center for Disease Control (CDC), NH DHHS, NH HSEM, and other agencies.

Department of Public Works (DPW)

- Assist the Fire Department by ensuring the roads are clear for them to perform their duties.
- Assist the Police Department in traffic control by providing equipment, barricades, and other devices.
- In coordination with Human Resources, assist with evacuating the “functional needs” population residing in private homes.
- Assist with acquiring and setting up refrigeration equipment required for temporary holding facilities for human remains.
- Clean and sanitize public facilities.
- Maintain a supply of PPE and sanitizing supplies.
- Support and monitor the disposal of disaster debris, landfill materials, and similar items to preserve public health.

School Liaison

- Provide support by providing school nurses as available.
- Disperse medical supplies as needed and available.
- Provide accommodations for the use of facilities for medical purposes.
- Provide school nurses, food service staff, and maintenance personnel to assist with sheltering.

POTENTIAL RESOURCES FOR THIS ESF

American Red Cross (ARC)

- Assist with health surveillance and activities and limited health services in shelters.
- Provide disaster welfare inquiry information.
- Provide disaster mental health services as required by the incident, at the shelter(s), and the EOC.

Seacoast Public Health Network (SPHN)

- Serve as the liaison for health and medical issues with the Health Department.
- Team up regular trained volunteers with spontaneous volunteers to eliminate extra training.
- As requested, support ARC and EMS on health and medical issues.
- Coordinate the operation of any regional health incident.
- Establish Points of Dispensing (PODs) for vaccines and medication
- Maintain the regional public health annex.
- Assist with morgue facilities.
- Report the presence of infectious diseases to the NH DHHS
- Establish an Alternative Care Site (ACS) if the hospital(s) becomes overwhelmed.
- Activate the MRC and MACE

Area Hospitals

- Provide expert medical care and advice as to the primary hospitals for Portsmouth.
- Coordinate with the City on Mass Casualty Incidents.
- Provide advice and participate with SPHN.
- Coordinate with other hospitals as necessary to receive patients.
- Coordinate on-site triage if necessary.
- Send a designee to report to the EOC if the Emergency Management Team requests.
- Support the ACS and Health Department as necessary.

RECOVERY PHASE

- The recovery phase will end when:
 - The immediate health needs of the City have been met.
 - There is no longer a threat of spreading the disease or other health crises.
 - Proper medical treatments for casualties caused by a disaster have been provided.
 - Procedures for the handling of fatalities have been completed.
 - The provision of behavioral health services to affected individuals, families, communities, and responders has been completed.
- Response elements of this ESF may continue to be operational to support the recovery phase of the operations, which may remain active for an extended period.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.
- Full demobilization would occur when all health needs have been met and at the termination of the operational elements at the local EOC.

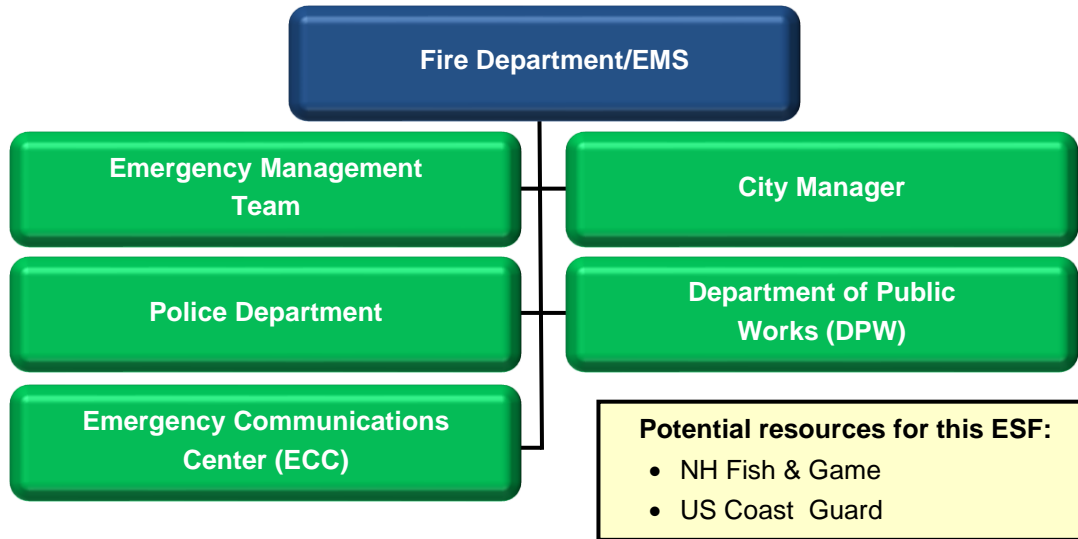
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ESF #9: SEARCH & RESCUE

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses the guidance and organization of local agencies employed during search and rescue (SAR) operations in urban and rural scenarios. SAR operations include, but are not limited to, the location, recovery, and extrication of victims who have become lost or entrapped due to a disaster or life-threatening emergency and swift water rescue.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF seeks to aid search and rescue operations and coordinate the integration of personnel and equipment resources.

SCOPE

This ESF addresses wilderness and urban search and rescue operations and includes search and rescue on the ground, from the air, or in the water.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

Portsmouth is a community with a mix of rural, suburban, and urban environments and has vast amounts of open water and limited wooded areas. Portsmouth's topography and climate (ranging from hot and humid summer to winter blizzard conditions) and the abundance of recreational trails, boating, hiking, and bicycling could create hazardous conditions for residents and visitors. A city-wide hazardous event and the influx of tourists unfamiliar with the area can create situations where persons become lost, disoriented, and injured, finding themselves in unfamiliar and unstable locations throughout the City due to many

factors, including a large-scale separate emergency within the Community. NH Fish & Game is state-mandated as the lead on any search and rescue in New Hampshire.

PLANNING ASSUMPTIONS

An emergency or disaster can occur in Portsmouth at any time and place. Search and rescue would generally be initiated due to conditions within the forested or urban areas unless directly related to a large-scale or hazardous event. Significant human suffering could result from being lost; injuries could be either the cause or the result of being lost or disoriented.

Further assumptions include the following:

- Weather conditions would likely impact any persons lost and needing rescue and could make them difficult to reach.
- People may be lost, injured, or killed outdoors, requiring search and rescue activities.
- An emergency or disaster may cause buildings to collapse or leave people stranded due to rising water, thus threatening lives and requiring prompt search and rescue.
- Weather conditions such as temperature extremes, snow, rain, and high wind may pose additional hazards for disaster victims and rescue personnel.
- Hikers and other outdoor recreationists may become lost or confused, particularly in inclement weather.

CONCEPT OF OPERATIONS

GENERAL

This ESF manages and coordinates local search and rescue resources in response to any incident involving search and rescue operations. These include, but are not limited to, aircraft, collapsed buildings, urban, water, and woodland incidents.

NH Fish & Game is responsible for search and rescue in inland waters, wilderness, and forested areas per RSA 206:26; NH Fish & Game may establish a Unified Command upon arrival.

Urban Search and Rescue is the responsibility of the Portsmouth Fire Department. Additional assistance is available from NH Homeland Security & Emergency Management (HSEM), who will contact the Federal Emergency Management Agency (FEMA) Urban Search and Rescue Team (deployed out of Beverly, MA, and activated through the FEMA Regional Office in Boston, MA). These Urban Search and Rescue incidents include but are not limited to collapsed structures.

The utilization of the Incident Command System (ICS) is required to handle the complexities of any search and the involvement of multiple agencies. The utilization of a Unified Command structure will facilitate more efficient operations.

Human remains will be recovered in cooperation with the Office of the State of NH Medical Examiner and the Rockingham County Attorney's Office by state law.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will notify the Emergency Management Team, who will activate ESF Support Agencies as needed. Components of this ESF may include, but not be limited to, staging areas, health & medical, public information, volunteer & donations, and law enforcement.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Obtain building plans for responders to be used during emergencies.
- Plan and execute training exercises for all SAR personnel regularly.
- Assist with the recruitment and training of SAR volunteers.
- Prepare and execute mutual aid agreements for SAR support.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Develop and maintain emergency management plans, procedures, and supplies related to search and rescue.
- Maintain an up-to-date list of all available firefighting resources, including equipment and personnel for SAR.
- Test, inspect, and maintain all firefighting apparatus and resources regularly.
- Maintain a stockpile of specialized SAR equipment and supplies in readiness condition.
- Maintain a list of SAR resources, including but not limited to:
 - Portsmouth Police Department Drone Team
 - US Coast Guard
 - NH Fish & Game
 - New England Canine (activated by NH Fish & Game)
 - NH Marine Patrol (boats)
 - Heavy Equipment Operators
 - Off-Road Vehicles
 - Engineering Resources
 - Aircraft
 - Mass Care Resources

RESPONSE PHASE

LEAD AGENCY

Fire Department/EMS

- Begin call-up of all Fire Department personnel
- Advise NH Fish & Game of any wilderness or water SAR events.
- Advise the US Coast Guard for any search on water.
- Implement Standard Operating Procedures (SOPs) and mutual aid agreements as necessary.
- Activate an Incident Command Post (ICP) per ICS near the SAR site.
- Report to the Emergency Operations Center (EOC) when requested by the Emergency Management Team and delegate the on-scene command of the department to the next qualified member.
- Assist with evacuations as needed for impacted areas.
- Search for and rescue trapped occupants if a structural fire occurs.
- Determine and mobilize resources, personnel, and equipment needed for SAR.
- Perform water rescue(s) if needed.
- Coordinate and initiate all wildland and water search and rescue operations until responsibility is assumed by NH Fish & Game and the US Coast Guard, who will determine the need to call upon other communities and the State to assist in search and rescue activities.
- Coordinate the provision of resources to local and state search and rescue operations.
- Coordinate with the Police Department to provide staffing, equipment, and technical assistance for large-scale search and rescue efforts.
- Activate the Mass Casualty Plan if needed.
- Ensure the structural integrity of buildings and structures involved with SAR operations in coordination with other departments and agencies.
- Coordinate with *ESF #1, Transportation*, and *ESF #13, Public Safety & Law Enforcement*, to determine transportation and traffic control requirements.
- Coordinate with *ESF #13, Public Safety & Law Enforcement*, for security issues around the search site
- Coordinate with *ESF #14, Volunteer & Donations Management*, for volunteer assistance in search and rescue if needed.
- Provide personal protective equipment for rescue personnel if warranted.
- Provide health and medical services per *ESF #8, Health & Medical*, to ensure proper health and safety for emergency responders and victims.
- Provide rehab for the emergency responders.
- Provide medical transportation.
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - The number of victim rescues attempted and completed.
 - Status of rescue operations
 - Any allocated and requested search and rescue resources.
 - Status of critical areas. (i.e., staging and rehab areas)
 - Significant issues/activities
 - Staffing and resource shortfalls and unmet needs

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Provide direction and control at the EOC
- In coordination with other departments, contact the “functional needs” community, senior citizens, and vulnerable populations who may need assistance.
- Assess the structural stability of buildings, bridges, and dams with other departments.
- Coordinate with the NH HSEM if the situation warrants.
- Coordinate with the American Red Cross (ARC) for mass care support for responders, victims, and volunteers, per *ESF #6, Mass Care, Housing & Human Services*

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Police Department

- Coordinate with the Fire Department to provide staffing, equipment, and technical assistance for large-scale search and rescue efforts.
- Assist with evacuations as needed for impacted areas.
- Establish a perimeter and provide access control to SAR sites.
- Determine and mobilize resources, personnel, and equipment that may be needed.
- Establish traffic rerouting and roadway blockade as needed.
- Increase patrol, security, and visibility in and around any impacted areas.
- Provide investigative services in missing person cases and criminal offenses.

Department of Public Works (DPW)

- Inform the Emergency Management Team of road and highway conditions.
- Support this ESF by providing personnel, engineering, equipment, and other resources to assist in SAR.
- Assist the Police Department with traffic control by providing equipment, barricades, and other devices.
- Clear and maintain roadway passage for regular vehicular and emergency vehicle access.
- Clear debris and downed trees from the incident site
- Conduct post-incident clean-up for return to public use.
- Inspect and assess the structural stability of buildings, roads, bridges, dams, and other infrastructure in conjunction with other departments or agencies.

Emergency Communications Center (ECC)

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per *ESF #2, Communications & Alerting*

POTENTIAL RESOURCES FOR THIS ESF

NH Fish & Game

- Coordinate search and rescue activities upon arrival
- Establish a perimeter and provide access control to SAR sites.
- Perform water rescues with the Coast Guard if needed.
- Coordinate and initiate all wildland and water search and rescue operations.
- Notify Marine Patrol or other agencies if needed.
- Request medical transportation as needed.
- Provide investigative services in missing person cases and criminal offenses.

US Coast Guard

- Coordinate search and rescue activities upon arrival for water search and rescue.
- Establish a perimeter and provide access control to SAR sites.
- Perform water rescues with NH Fish & Game if needed.
- Coordinate and initiate all water search and rescue operations.
- Notify Marine Patrol or other agencies if needed.
- Request medical transportation as needed.
- Provide investigative services in missing person cases and criminal offenses.

RECOVERY PHASE

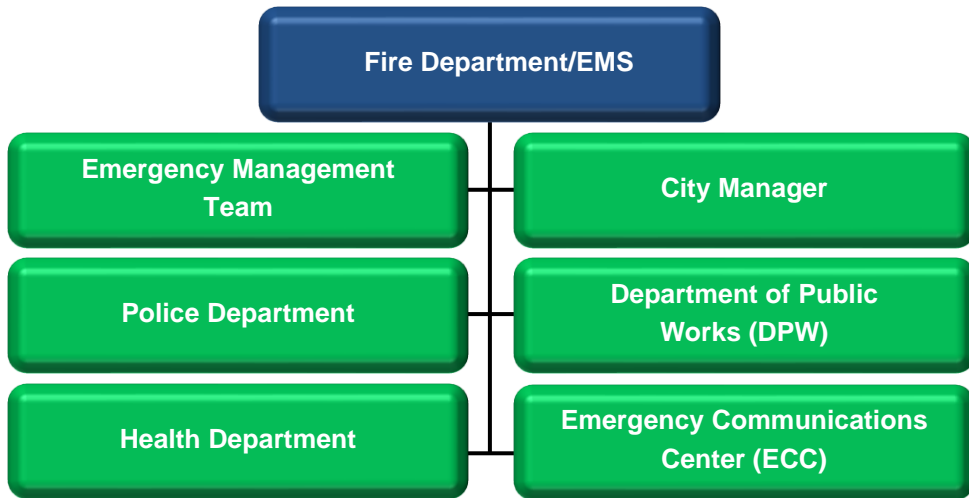
- Initiate recovery efforts when it is determined that the search and rescue operation is complete or the emergency conditions have stabilized or are improving.
- Ensure that all health and safety issues are resolved and all individuals are rescued (or located) and provided with proper medical attention before full demobilization.
- Full demobilization would occur at the termination of incidents in the field and the operational elements at the local EOC.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

ESF #10: HAZARDOUS MATERIALS

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses different types of hazardous materials. In a hazardous materials event, responsibilities include providing a coordinated local response per Incident Command System (ICS); assisting in the assessment of, response to, and recovery from hazardous materials incidents; ensuring that prompt measures are taken to contain, remove, and dispose of spilled hazardous materials; and advising the public, in concert with local agencies, of the situation, potential dangers and protective actions they should take.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF provides a coordinated local response and mitigation of the potential effects of a hazardous materials incident resulting from a natural, human-caused, technological disaster or a terrorist incident.

This ESF will use the term hazardous materials (HazMat) in a broad sense to include explosive, flammable, combustible, corrosive, oxidizing, toxic, infectious, or radioactive materials. When involved in an incident and released in sufficient quantities, these materials may put the public in immediate danger from exposure, contact, inhalation, or ingestion.

SCOPE

The local scope under this function shall include applying equipment and technical expertise to control and contain HazMat incidents during response and recovery.

This ESF will manage and coordinate HazMat activities surrounding the existing or potential disaster conditions; monitoring resources will accomplish this in support of local and mutual aid agencies. This ESF will utilize established HazMat organizations, processes, and procedures.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

At some point, Portsmouth may experience a hazardous materials situation requiring emergency response, assessment, containment, cleanup, and post-incident inspection. The following is the situation in Portsmouth:

- Hazardous materials are found throughout Portsmouth. These materials pose a threat to fixed facilities, transportation, and storage. When accidental or intentional releases of hazardous materials occur, the local emergency response must be prepared to protect the public, emergency responders, the environment, and property.
- Some businesses and institutions in the Community (i.e., propane storage, bulk facilities, etc.) use and store hazardous materials in day-to-day operations
- Minor spills resulting from motor vehicle accidents and other sources are handled routinely by the Fire Department
- Federal law requires the use of ICS in all HazMat incidents.
- The NH National Guard can be requested to assist with decontamination using their mobile decon capabilities.
- Although members of the Fire Department have received training in HazMat response, the Fire Department can only guarantee a defensive response to a HazMat incident and decontamination for response personnel.

PLANNING ASSUMPTIONS

The City assumes the initial responsibility for assessing and emergency response to a hazardous materials incident. The City further assumes that life, property, and the water supply could be threatened by a hazardous materials incident depending on the location of the hazard. Further broad assumptions include the following:

- Portsmouth has a HazMat technician-level response team that would be activated.
- Local, state, federal, and private organizations will respond with equipment, resources, and technical assistance upon request from the City.
- Facilities using, storing, and transporting hazardous materials will cooperate with the City to prepare for the HazMat release response.
- Once local jurisdictions have exhausted all their resources, state and federal resources may be available.
- Several HazMat incidents may co-occur following a major disaster such as an earthquake.

CONCEPT OF OPERATIONS

GENERAL

Hazardous materials incidents require specific guidelines and procedures to ensure the public's and emergency responders' safety. Standard HazMat Operating Procedures and Best Practices form the basis for response to a hazardous materials incident.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will notify the Emergency Management Team, who will activate ESF Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, staging areas, law enforcement, and sheltering.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Receive and maintain any Tier II data reporting information on hazardous materials used and stored in Portsmouth for use in emergency planning.
- Train emergency personnel and provide protective equipment.
- Identify response resources for HazMat response and recovery.
- Meet periodically with facilities that use or store hazardous materials to ensure they are stored properly.
- Obtain building plans for facilities that utilize hazardous materials.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Develop and maintain emergency management plans, procedures, and supplies related to HazMat.
- Maintain an up-to-date list of all available firefighting resources, including equipment and personnel.
- Test, inspect, and maintain all firefighting apparatus and resources regularly.
- Maintain all HazMat equipment for readiness.
- Maintain a list and stockpile of HazMat resources and specialized supplies.

RESPONSE PHASE

LEAD AGENCY

Fire Department/EMS

- Activate hazardous materials response, if necessary
- Respond to and supervise emergency operations in hazardous materials accidents or incidents.
- Begin call-up of all Fire Department personnel
- Assist the Police Department with traffic issues as needed.
- Implement Standard Operating Procedures (SOPs) and mutual aid agreements as necessary.
- Activate an Incident Command Post (ICP) per ICS near the HazMat site.
- Stage the necessary resources for the scope of the event, depending on the location and conditions on the ground.
- In coordination with the Emergency Management Team, establish evacuation, sheltering, selective sheltering, and shelter in place depending on the situation through *ESF #6, Mass Care, Housing & Human Services*
- Control the event by isolating the incident and denying entrance until a time at which specialized teams arrive to assume a Unified Command.
- Establish zones for controlling contamination (hot, warm, and cold zones)
- Notify state and regional resources if the situation warrants (i.e., NH Department of Safety (DOS), NH Department of Environmental Services (DES), any company manufacturers, US Environmental Agency (EPA))
- Contact the State of NH Fire Marshal or NH Homeland Security & Emergency Management (HSEM), to advise of the situation.
- Report to the Emergency Operations Center (EOC) when requested by the Emergency Management Team and delegate the on-scene command of the department to the next qualified member.
- Activate the Mass Casualty Plan if needed.
- Assist with evacuations as needed for impacted areas.
- Determine the affected area and protective actions and restrict access to affected areas.
- Evaluate hazardous materials storage for impact from flooding.
- In coordination with other departments, ensure the structural integrity of buildings and structures involved in a hazardous material incident.
- Establish communications with field command and control elements and other activated Lead and Support Agencies.
- Ensure that response personnel wear appropriate clothing and personal protective equipment.
- Coordinate with *ESF #1, Transportation, and ESF #3, Public Works & Engineering*, during HazMat scenarios that involve transportation incidents to obtain resources and information about the transportation system, highway status, and weather conditions.
- Coordinate with *ESF #7, Resource Support*, in identifying and acquiring additional HazMat equipment and supplies to support local, regional, and state response operations.
- Coordinate with *ESF #8, Health & Medical*, to ensure the health and safety of the public and response personnel.
- Establish the need for decontamination and medical treatment through *ESF #8, Health & Medical*
- Assess damage to equipment and facilities if necessary.

- Compile records of events and related costs.
- Determine liability and recovery costs from responsible private parties or the State and Federal Governments.
- Provide health and medical services per *ESF #8, Health & Medical*
- Provide rehab for the emergency responders.
- Provide medical transportation.
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - Status of local and regional HazMat response activities (i.e., containment, cleanup, and disposal)
 - Status of evacuation or shelter-in-place orders and personal protective actions
 - Staffing and resource capabilities, shortfalls, and unmet needs
 - Allocation of HazMat resources
 - Status of operation facilities (i.e., staging areas, fixed/mobile command posts)

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Support this ESF by assisting as needed.
- Provide direction and control at the EOC.
- In coordination with other departments, contact the "functional needs" community, senior citizens, and vulnerable populations who may need assistance.
- Assess the structural stability of buildings, bridges, and dams with other departments.
- Coordinate with NH HSEM for additional resources as needed.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Police Department

- Establish a perimeter and coordinate the provision of site security and access control during hazardous material operations.
- Control traffic around the incident site(s)
- Establish traffic rerouting and roadway blockade as needed.
- Increase patrol, security, and visibility in and around any impacted areas.
- Assist with the evacuation of affected areas if needed.

Department of Public Works (DPW)

- Inform the Emergency Management Team of road and highway conditions.
- Provide heavy equipment and materials for spill containment.
- Provide or obtain engineering resources to support the situation.
- Provide personnel as needed and available.
- Assist the Police Department in traffic control by providing equipment, barricades, and other devices.
- Clear and maintain roadway passage for regular vehicular and emergency vehicle access.
- Clear debris from the incident site
- Coordinate efforts to remove downed trees if applicable.
- Assess the damage to the City's wastewater system and water supply, and protect storm drains.
- Inspect and assess the structural stability of buildings, roads, bridges, dams, and other infrastructure in conjunction with other departments or agencies.
- Isolate storm drains in the release area to prevent water contamination.
- Take necessary precautions to prevent contamination of the public water supply.
- Conduct post-incident clean-up for return to public use.

Health Department

- Ensure the health and safety of volunteers, including health risk assessment, injury prevention, and mental health services.
- Provide and assist in the dissemination of public health personal protective actions as needed per *ESF # 15, Public Information*
- Ensure sanitation measures and the safety of the public's food and water.

Emergency Communications Center (ECC)

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per *ESF #2, Communications & Alerting*

RECOVERY PHASE

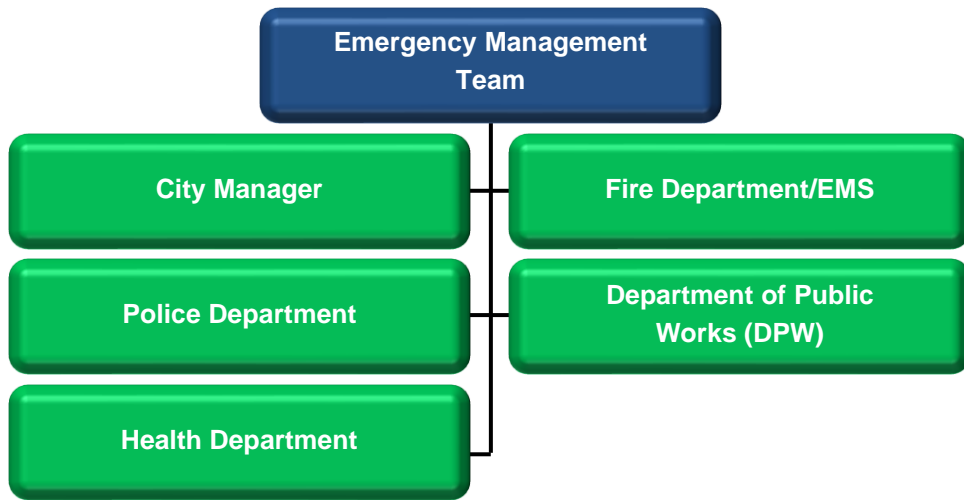
- Recovery will begin when all HazMat releases are isolated, cleanup has begun, and it is considered safe for citizens to re-enter peripheral areas.
- Recovery would occur when all hazardous materials have been cleaned to the extent that they no longer threaten human, animal, or environmental health and when personnel have been decontaminated and the damage has been assessed.
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.
- Full demobilization would occur at the termination of incidents in the field and the operational elements at the local EOC.

ESF #11: AGRICULTURE, NATURAL & CULTURAL RESOURCES

GENERAL DESCRIPTION:

This Emergency Support Function (ESF) addresses concerns regarding agricultural functions during disasters or emergencies and the effect of an incident on the natural and cultural resources of the City. These concerns include assessing and monitoring agriculture needs within affected areas, providing agriculture-related services and supplies, identifying and applying for appropriate agriculture assistance programs, and obtaining and delivering emergency food supplies. In addition, this ESF is responsible for the care and well-being of large animals and livestock during an incident.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to support state and local authorities' efforts to respond to incidents caused by hazards. The response could include evacuating livestock or controlling and eradicating outbreaks of highly contagious or economically devastating animal or zoonotic diseases (i.e., transmitted between animals and people). Coordination with *ESF #6, Mass Care, Housing & Human Services*, and *ESF #8, Health & Medical*, is essential to ensure the commercial food supply's safety and security, protect natural and cultural resources, and provide for livestock safety during an emergency.

SCOPE

This ESF provides for coordinating state, local, and private resources to control and eradicate an outbreak of a highly contagious or economically devastating animal/zoonotic disease, a highly infective exotic plant disease, or an economically devastating plant pest infestation when such occurrences become a significant emergency. This includes domestic and wild flora and fauna occurrences and the welfare of animals, mainly livestock, during a disaster or emergency. This ESF also protects natural and cultural resources before, during, and after an incident in the City and the State.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

A significant natural or human-caused emergency could quickly overwhelm local government resources and their capability to provide necessary services, leading to a disaster. Such an emergency necessitates a plan to utilize state and federal assistance to mitigate the situation.

An emergency of this magnitude will threaten the residents and visitors of the City, the State, and all facets of New Hampshire's agriculture and economy. Such emergencies could involve crops, agricultural wastes/discharge, nurseries, pesticides, orchards, maple groves, animal feeds, animal welfare, injured/displaced animals, dead animals, zoonotic disease, public health, wild animals, natural resources, and other related issues. These emergencies could also place the City and the State's economy and access to food at risk. In addition, the cultural resources of Portsmouth and New Hampshire could be jeopardized or significantly affected during an emergency incident.

Local, state, private sector, and volunteer agencies' responsibilities involving emergency agriculture and natural resource issues are expected to have established operating procedures specifying their emergency support actions. These agencies should also communicate and coordinate actions in an emergency to best utilize available capabilities.

Portsmouth has an Animal Control Officer (ACO) who handles all animal issues in the City; they will call other professional services if needed. Local and other humane societies and veterinarians may be available to assist during an emergency; see *Chapter 6, Resource Inventory*. The City has developed the City of Portsmouth Emergency Management Plan – ESF 6/11 Sheltering for Household Pets to address livestock and household pet concerns during an emergency.

Several cultural and natural resources in Portsmouth may require aid at the time of an emergency, including, but not limited to:

- **Cultural**
 - 42 locations on the National Register of Historic Places
 - 4 locations on the NH Register of Historic Places
 - Strawberry Banke (many historic buildings)
- **Natural**
 - Portsmouth Harbor
 - The Rail Trail
 - The Great Bog
 - Urban Forestry Center

PLANNING ASSUMPTIONS

In a widespread disaster, the domestic animal populations could be subject to hunger, illness, lack of water, and displacement from their usual environments. These circumstances could lead to poor animal health and disease and threaten local agriculture and the human population.

Other planning assumptions for this ESF include, but are not limited to, the following:

- An emergency or disaster may adversely affect agricultural livestock or poultry, domestic plants or crops, and wild flora or fauna.
- The lives of animals may be threatened; the disruption of evacuation or the interruption/destruction of the various businesses involving animals may occur.
- Substantial damage to domestic or wild plants/crops could significantly and negatively impact the economy by disrupting the food supply, trade, and tourism.
- Natural or human-caused disasters may negatively impact wild or domestic plants/crops, various animal industries, companion animal populations, and wildlife populations.
- A natural, accidental, or intentional (agro-terrorism) disease introduction may threaten domestic and wild animals or plants.
- Naturally occurring or intentionally introduced zoonotic diseases may threaten public and animal health.
- Efficient response and recovery efforts will aid the rapid return of livestock, poultry, companion animal industries, agronomic and horticultural crops, and wild flora and fauna. Such a response will also afford public health protection and support the benefit of the human-animal bond of companion animals in the human recovery process following a disaster.
- Activities associated with the ongoing protection, preservation, conservation, and rehabilitation of natural and cultural resources are crucial to economic and human well-being and the cultural significance of the Community and the State

CONCEPT OF OPERATIONS

GENERAL

This ESF will be organized and operate as a team, although divided into four primary functions:

Primary Function	Coordinated by	Main Phone
1) Responding to animal and plant diseases and pests	NH Department of Agriculture, Markets & Food (DAMF)	(603) 271-3551
2) Ensuring the safety and security of the commercial food supply	NH Department of Agriculture, Markets & Food (DAMF)	(603) 271-3551
	NH Department of Health & Human Services (DHHS)	(603) 271-9200
3) Protecting natural and cultural resources	NH Department of Cultural and Natural Resources (DNCR)	(603) 271-2392
	NH Archives and Records Management	(603) 271-2236
4) Providing for the safety and well-being of livestock	NH Department of Agriculture, Markets & Food (DAMF)	(603) 271-3551

Due to the number and variety of government and private sector organizations involved, a Unified Command will be used to the greatest extent possible to manage this ESF's assets in the field.

The State of NH Veterinarian will be advised immediately if criminal or terrorist activity is suspected concerning a disease event. The Police Department will work closely with the responding veterinary or plant diagnostics staff to ensure the proper handling and packing of any samples and their shipment to the appropriate research laboratory for testing and forensic analysis.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will activate this ESF and notify Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, a Joint Operations Center (JOC), a unified command, evacuation, staging, reception and sheltering, specialized and mutual aid teams such as the NH Disaster Animal Response Team (DART) and private contractors.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Develop and maintain a database of locations and contact information for animal and agricultural premises and cultural and natural resources, including supporting industries, veterinary medical and non-medical volunteers, and agencies that will provide care and rescue assistance.
- Pre-identify arrangements for evacuation, including routes and host sites for the domestic large animal population.
- Encourage residents with animals to establish their own personal animal disaster plans.
- Work with the Department of Natural & Cultural Resources (DNCR), arborists, and foresters to learn how to identify invasive forest species and assess tree damage following an ice storm or wind event, etc.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Develop and maintain a list of emergency animal shelters and confinement areas for livestock and poultry in the Community or nearby.
- Coordinate with *ESF #14, Volunteer & Donations Management*, concerning storing animal and plant-related donated goods preceding a known disaster.
- Maintain personnel and equipment in a state of readiness.
- Stage resources in known or anticipated areas of need
- Develop procedures to protect the public from infectious diseases.

RESPONSE PHASE

LEAD AGENCY

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the Emergency Operations Center (EOC).
- Activate the Health Department and the Shelter Plan as needed.
- Provide an assessment outlining the urgency of the situation and the staff and equipment needs.
- Contact NH Homeland Security & Emergency Management (HSEM) and federal and private organizations if the situation warrants.
- Coordinate resources and provide support to state and federal agencies, as required.
- Determine response needs and available resources.
- Coordinate with *ESF #15, Public Information*, for the release of public information regarding animal health issues
- Coordinate with *ESF #2, Communications & Alerting*, to establish and maintain communications with responders in the field, as necessary.
- Coordinate with *ESF #3, Public Works & Engineering*, to assist in the disposal of animal carcasses and site remediation and to identify means of transportation for large and small animals.
- Maintain records of costs incurred during a disaster and determine if costs are eligible for reimbursement by the federal government, state government, or other responsible parties.
- Suspend operations of meat, poultry, and egg-processing plants as appropriate
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - Status of quarantine areas, containment, and disposal efforts
 - Statistical Information such as:
 - Number of Animals Culled/Destroyed (domestic)
 - Number of Infected Farms/Operations and collateral impacts (i.e., crops)
 - The number of animals sheltered, treated, rescued, and identified.
 - Allocated resources and unmet needs.

SUPPORT AGENCIES

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Fire Department/EMS

- Provide appropriate personal protective equipment and clothing when necessary.
- Provide health and medical services per *ESF #8, Health & Medical*
- Provide medical transportation.

Police Department

- Provide a protective perimeter in areas that are known to require quarantine.
- Provide security to protect quarantined areas.
- Coordinate with other agencies for any investigations arising from criminal or terrorist activities.
- Request medical transportation as needed.

Department of Public Works (DPW)

- Work with city officials to identify possible burial sites for animals on the City or private land.
- Assist with the disposal of large animal carcasses to disposal sites.
- Provide heavy equipment and personnel to assist in the implementation of this ESF.

Health Department

- Activate the City of Portsmouth Emergency Management Plan - ESF 6/11 Sheltering for Household Pets.
- In conjunction with state and local authorities, coordinate with *ESF #8, Health & Medical*, regarding public health and safety issues that may arise from a zoonotic disease, obtaining additional medical supplies, critical incident stress management, etc., as needed.
- Call in the NH Disaster Animal Response Team (NHDART) as necessary
- Call in NH Fish & Game for any wildlife-related activities
- Define incident level and activate appropriate team members
- Coordinate triage and assume authority for decisions on medical assistance and mutual aid.
- Coordinate the assignments of veterinary personnel to assist in delivering ongoing animal control and health care to sick/injured or abandoned animals and performing veterinary preventative medicine activities.
- Perform on-site evaluations by conducting shelter inspections to ensure animals' health and safety.
- Coordinate with the State Veterinarian at the Department of Agriculture if the emergency involves a foreign animal disease outbreak.
- As needed, coordinate agriculture and animal health resources to support local operations.
- Coordinate shelter operations for large animals, including livestock, with the State Veterinarian.
- When necessary, assist the State Veterinarian with quarantining or restricting animal movement for disease control and observation.
- Assist with the disposal of pet or wild animal carcasses.

RECOVERY PHASE

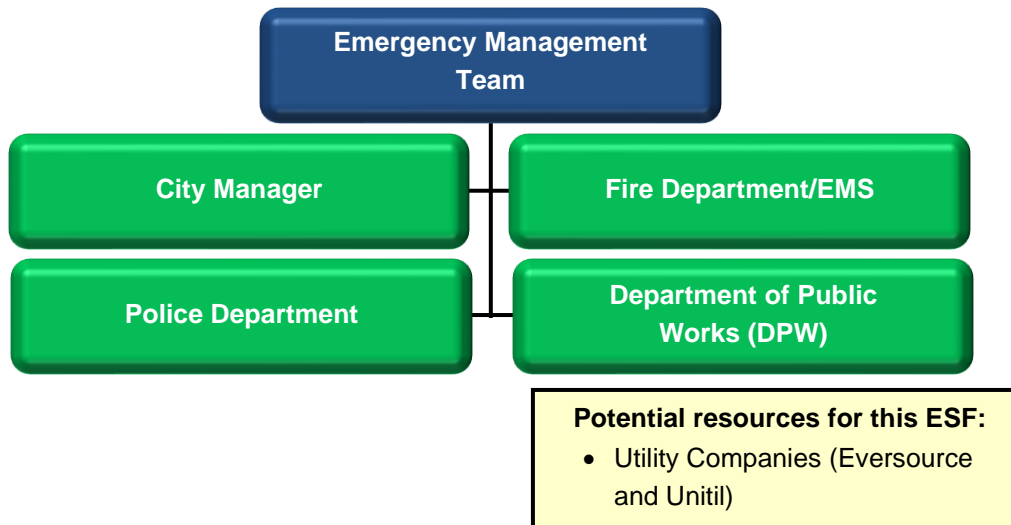
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.
- Demobilization of this ESF will occur when:
 - Site remediation and restoration are complete.
 - Lost or damaged equipment and personnel injuries are identified and tracked.
 - An extended monitoring period has been established.
 - A detailed cost accounting has been documented.
 - The operational elements at the EOC have been terminated.

ESF #12: ENERGY

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses the coordination of utilities and related governmental and private organizations to provide information for local-level assessment, response, and recovery operations related to fuel shortages, power outages, and capacity shortages that may impact residents. This ESF also provides information on fuel transportation, sources for emergency power to support immediate response operations, and the restoration of everyday energy supplies.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to provide a coordinated response in restoring energy services in a disaster area to save lives, protect health, safety, and property, and carry out other emergency response functions.

SCOPE

This ESF involves providing emergency power and fuel to support the immediate response activities within the disaster area and provide power and fuel to normalize community functions.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

Coordinated response of efforts to restore energy services in an emergency or disaster area is necessary to ensure the safety and health of the public. The restoration and continuation of energy services is also critically important for the effectiveness of the emergency response itself.

There is one utility supplying electrical power to Portsmouth: Eversource. There is also one utility supplying natural gas to Portsmouth: Unitil. The City imports all its energy resources other than wood.

PLANNING ASSUMPTIONS

Portsmouth assumes that a significant hazard or disaster may occur. Depending on the incident, it could result in long-term power outages and a decrease in the availability of fuel and other energy sources. The City also assumes that a collaborative effort by all agencies and, if needed, help from outside sources such as private companies, other communities, and the State can help emergency responders, the public, and their properties remain safe during a disaster.

Other planning assumptions:

- A severe natural disaster or other significant events can sever electrical power, constrain supply in impacted areas or areas with supply links to impacted areas and affect firefighting, transportation, communication, and other lifelines needed for public health and safety.
- There may be a widespread or prolonged electric power failure.
- There may be hoarding of fuel in the event of a fuel shortage.
- A prolonged power outage during the winter months may require the evacuation of residents.
- Energy emergencies may result in the following:
 - Inadequate provision of services essential for health and safety
 - Reduced hours of operation of all sectors of the economy
 - Reduced travel and transportation of goods
- A long-term power outage will have secondary effects, such as fuel and food shortages. Perishable food storage will be limited to facilities with standby generators.
- Electricity is produced using several types of fuel; a shortage of any of the primary fuels could impact the availability of other fuels and affect the adequacy of the supply to electric customers in Portsmouth.
- Public water supplies in the City could be affected during a power outage or fuel shortage; however, the public water supply does have an emergency generator.
- Private water supplies could be affected during a power outage, as power is required to operate pumps.
- Hazardous conditions may delay energy system restoration.
- Transportation, media, and telecommunications could be affected.
- In the event of a long-term power outage, it may be necessary to provide transportation for residents who require power for home health care to go to healthcare facilities with backup power systems.
- A long-term power outage will require food disposal in stores, restaurants, and homes. The Health Department will work with the NH Department of Public Health-Bureau of Food Protection to determine the need to dispose of food in such a situation.

CONCEPT OF OPERATIONS

GENERAL

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

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

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of this ESF may include but not be limited to evacuation (if there is an extended period of power loss), staging, sheltering, and fire prevention.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Pre-identify critical public facilities that require uninterrupted power or priority restoration during emergencies or disasters. Critical facilities in Portsmouth include, but may not be limited to:
 - Fire Station #2 (Primary Emergency Operations Center)
 - City Hall (Secondary Emergency Operations Center)
 - Portsmouth High School (Primary Shelter)
 - Senior Activities Center (Secondary Shelter)
 - Central Fire Station
 - Fire Station #3
 - Police Station
 - Water & Sewer Facilities
 - Department of Public Works Facility
 - Vulnerable populations who need power for health needs
 - Private contractors who may be able to provide emergency fuel.
 - Fueling facilities such as the NH Department of Transportation (DOT) and local gas stations commonly used by emergency response personnel.
- Develop protocols with utility providers to ensure information is shared during an emergency; identify a single point of contact at Eversource.
- Maintain and keep an up-to-date list of energy resources.
- Department heads will coordinate with the City Manager to develop a maintenance program for generators at essential critical facilities.
- Eversource will work to ensure that rights-of-way are maintained to minimize power disruptions.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community’s hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Maintain generators for emergency backup at critical facilities, if available
- Pre-develop energy conservation protocols outlining requirements for the reduction of power usage.

RESPONSE PHASE

LEAD AGENCY

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Provide a coordinated response in the restoration of energy services in an emergency/disaster area to save lives, protect health, safety, and property, and carry out other emergency response functions.
- Coordinate with *ESF #1, Transportation*, for the transport of critical energy supplies
- Coordinate with *ESF #3, Public Works & Engineering*, to establish emergency access to impacted areas (i.e., building temporary roads into an affected area)
- Coordinate regularly with utilities to determine utility status, customers, and affected areas and determine whether response, repair, and restoration actions are being undertaken.
- Assess fuel and electrical power damage, energy supply, and demand and assist in identifying requirements and priorities for restoration.
- Make recommendations regarding rationing or limiting the use of energy resources.
- Provide public information on power outages and protective actions through *ESF #15, Public Information* to include measures such as:
 - Education and conservation guidance to the public
 - Proper operation and connection of standby generators
 - Shelter and mass care information
 - Dangers of downed power wires and closed roads
 - Proper disposal of perishable goods
 - Estimated length of the outage or shortage
 - Rationing and conservation of fuel supplies
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team’s Situation Report (SitRep):
 - Status of energy systems
 - Status of Critical Facilities
 - Number of residents without energy
 - Staffing and resource capabilities, shortfalls, and unmet needs

SUPPORT AGENCIES

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Fire Department/EMS

- Conduct an immediate survey of streets to determine if downed trees, limbs, and power lines require the closure of roads with the DPW and Police Department.
- Report utility power outages to the Emergency Management Team
- Perform fire suppression for and around downed power lines.
- Assist the Police Department with traffic issues as needed.
- Assist the public with the proper use of generators as available.
- Provide for the safety of energy personnel, equipment, and critical facilities.
- Mitigate and prevent fire and life safety hazards associated with energy fuel restorations.
- Provide medical treatment per *ESF #8, Health & Medical*
- Provide medical transportation to medical facilities for individuals who require power for home health care.

Police Department

- Conduct an immediate survey of streets to determine if downed trees, limbs, and power lines require the closure of roads with the DPW and Fire Department.
- Report utility power outages to the Emergency Management Team
- Provide traffic control near downed power lines.
- Provide security and enforce rationing at public fuel distribution locations.

Department of Public Works (DPW)

- With the Fire Department and the Police Department, conduct an immediate survey of streets to determine if downed trees, limbs, and power lines require the closure of roads.
- Report utility power outages to the Emergency Management Team
- Assist with traffic control near downed power lines, as available.
- Identify locations that can be used for debris storage and disposal.
- Monitor utility services and coordinate activities and efforts to restore power if applicable.
- Track the use of all personnel and equipment used for possible future reimbursement.
- Assist with transportation, debris removal, and other needs to assist utilities.
- Clear roadways of debris, snow, and other obstacles for power restoration

RECOVERY PHASE

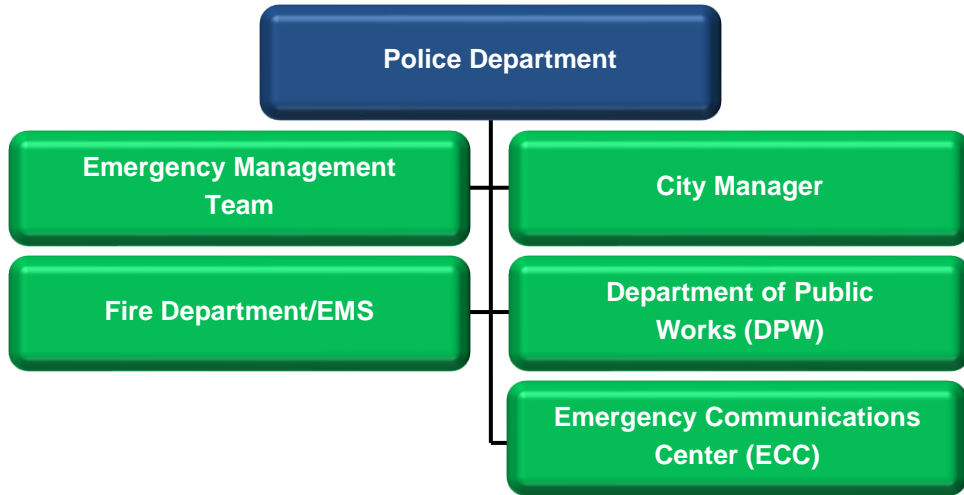
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.
- Demobilization of this ESF will occur when:
 - All energy-related issues are resolved, and power is restored to all areas of the City.
 - All transportation routes are deemed safe for travel.
 - The energy shortage has subsided.
 - Any persons sheltered because of long-term power failure have returned to their homes.
 - A detailed cost accounting has been documented.
 - The operational elements at the EOC have been terminated.

ESF #13: PUBLIC SAFETY & LAW ENFORCEMENT

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses response and recovery activities and can include the following: maintaining law and order within legal authority; assisting with the dissemination of alerts, warnings, and notifications; coordinating law enforcement activities from Emergency Operations Centers (EOCs) and command centers as needed to manage resources and personnel; staffing for roadblocks, traffic control points, and other sites; conducting law enforcement investigations; providing evacuation/relocation support; providing communications to Support Agencies; supporting the relocation and temporary detention of persons confined to correctional and high-risk institutions; and maintaining and protecting logs, records, digests and reports essential to government and emergency operations.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to provide law enforcement and security through a coordinated emergency response effort.

SCOPE

This ESF shall include police actions to minimize the adverse impact upon a disaster area and cooperate with local authorities to ensure law enforcement continuity. The aid from the Police Department may include staffing, equipment, and technical expertise.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The Portsmouth Police Department is a full-time department providing law enforcement services to the residents and visitors of Portsmouth 24 hours a day, 365 days a year. The department staffs a full-time Chief, Deputy Chief, two Captains, six Lieutenants, nine Sergeants, ten Detectives, twenty-two Auxiliary Officers, thirty-six Officers, an Animal Control Officer & twenty-four other staff. The Portsmouth Police

Department has mutual aid agreements with surrounding towns, the Rockingham County Sheriff's Office, and the NH State Police - Troop A.

The Police Department may need additional personnel and equipment to perform its assigned tasks in a significant emergency. If mutual aid assistance is unavailable or severely limited due to the nature and size of the emergency, then expedient alternatives need to be developed.

PLANNING ASSUMPTIONS

The Police Department has primary responsibility for protecting life and property by enforcing laws, orders, and regulations within the City. The Police Department assumes that law enforcement and security capabilities could be overwhelmed should a significant emergency occur. Based on this assumption, the Police Department may need to request assistance from other communities and agencies to enforce laws, regulate the movement of persons from threatened or hazardous areas, provide security, control traffic, and acquire control of the emergency.

It is further assumed that:

- Disasters and emergencies naturally arouse people's curiosity about affected and non-affected areas. The uncontrolled inward flow of unauthorized people is detrimental to efficiently handling traffic flow in affected areas.
- Emergency personnel and equipment flow into affected areas is often uncontrolled and may lead to bottlenecks and gridlocks.
- Individuals may enter an area following a disaster and engage in looting, armed robbery, arson, and other criminal activity.
- Citizens in an affected area may feel that security is inadequate and may be reluctant to evacuate.
- Law enforcement priorities will be based on the life safety of emergency responders and the public, the protection of critical infrastructure and facilities, and the arrest and detainment of lawbreakers.
- During a disaster, non-emergency calls for service may be deferred or delayed.
- Law enforcement support may be needed to control evacuation traffic and for community reception and care facilities.

CONCEPT OF OPERATIONS

GENERAL

Law enforcement and security will be initiated at the lowest operational level by the Portsmouth Police Department. The NH State Police, Rockingham County Sheriff's Office, and area police departments may be called upon to augment the Police Department.

Response actions for a terrorist event are predominately law enforcement-oriented and address both initial and continuing actions associated with the terrorist event. According to established policies, plans, procedures, and guides, response and recovery actions to terrorist events will be conducted.

The Police Department will maintain the City's lead responsibility for response management to threats or acts of terrorism until a time at which state, federal, and regional agencies establish a Unified Command. The Police Department, in coordination with the Emergency Management Team and other Support Agencies, will have the responsibility for all recovery actions. An act of terrorism exceeding the local capability to resolve automatically goes to the State level for assistance. In a terrorism event, state and federal agencies will likely assume control.

Specialized teams that may be available to the Police Department for emergency events, including terrorism, include but are not limited to:

- NH State Police
 - Canine Unit
 - SWAT
 - Major Crimes Unit
 - Explosive Ordinance Disposal
- US-DA Forest Service
- Federal Bureau of Investigation (FBI)
- Rockingham County Sheriff's Office
- Seacoast Emergency Response Team
- Drug Enforcement Agency (DEA)
- NH Fish & Game
- NH Fire Marshal's Office
- NH Forest & Lands (DNCR)
- NH Marine Patrol (Department of Safety)
- NH National Guard
- US Marshal Service
- Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF)

The Police Department operates under the following authorities: Stafford Act (42 U.S.C. 5121); RSA 105:13; RSA 48:11-a (extended police authority for in-state mutual aid); RSA 105:13A (extended out-of-state police authority). For more information, see Chapter 7 of this Plan.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will activate ESF Support Agencies as needed. Components of this ESF may include, but not be limited to, criminal investigation, unified command, and traffic control.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Develop procedures for aiding and requesting assistance from other law enforcement agencies during emergencies.
- Maintain mutual aid agreements.
- Ensure proper training for all law enforcement personnel.
- Develop traffic control plans for special and regional events.
- Work with the school district to develop and maintain an SAU Emergency Operations Plan (EOP).
- Develop and maintain Standard Operating Procedures (SOPs) for emergency conditions.
- Obtain funding and pursue grants to provide the proper equipment for emergency response.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Develop procedures for coordinating activities with the Department of Public Works (DPW) during significant emergencies to ensure personnel know which routes are being utilized.
- Maintain an up-to-date inventory and inspect and maintain all equipment, vehicles, and radios.
- Ensure an adequate supply of fuel for emergency response vehicles.
- Assist the schools with emergency planning and response.
- Practice fire and evacuation drills with the schools regularly
- Establish Standard Operating Procedures (SOPs) for active shooter response as it relates to school situations and violent intruders at other establishments and events.

RESPONSE PHASE

LEAD AGENCY

Police Department

- Enforce all laws, orders, ordinances, and regulations to include State & Federal.
- Conduct criminal investigations.
- Evaluate other potential targets.
- Evaluate parking ban requirements.
- Patrol and search for abandoned vehicles that may have been impacted by inclement weather.
- Manage and coordinate law enforcement requirements in support of the incident/emergency.
- Notify the Emergency Management Team of the state of readiness.
- Begin call-up off-duty police personnel and disburse personnel and equipment to strategic locations to augment law enforcement capabilities.
- Unless otherwise instructed, request that responding police personnel report to the scene of the emergency or police station and await assignment.
- The on-duty officers will continue to perform duties that they feel necessary until instructions are received from a ranking officer.
- Increase patrol, security, and visibility in and around any impacted areas.
- Activate the necessary procedures and plans to respond to an active shooter situation in coordination with the SAU's EOP and other responders.
- Report to the EOC when the Emergency Management Team requests and coordinate law enforcement resource requests through the EOC.
- Develop a traffic control plan for each incident and establish manned traffic control points with the Fire Department and DPW.
- Coordinate using other police and non-police agency personnel in emergency traffic control operations.
- Assist federal and state agencies in long-term investigations.
- Establish necessary communications with field personnel, assess law enforcement needs and response capabilities, and notify the Support Agencies and the Emergency Management Team.

- In coordination with *ESF #3, Public Works & Engineering*, determine whether specific roadblocks should be manned or barricaded.
- Request additional assistance and coordinate the provision of staffing, equipment, and technical expertise in cooperation with the Rockingham County Sheriff's Office, the NH State Police, and mutual aid departments to ensure law enforcement continuity.
- Coordinate resources and support state and federal agencies in response to terrorist incidents/attacks and investigations as needed.
- Provide security measures and crowd control in the affected areas as personnel becomes available, including but not limited to:
 - The immediate area of the incident
 - Pre-identified sensitive/target sites
 - Critical infrastructure and key resources
 - Temporary mortuary facilities
 - To prevent the contamination of the public water supply
 - The Emergency Operations Center (EOC) & shelter locations
 - Damaged and evacuated areas
- Assist in public warning and alerting procedures through *ESF #2, Communications & Alerting*, or if necessary, by other means, such as loudspeakers or door-to-door canvassing.
- Investigate state, federal, and local law violations and refer information to appropriate agencies for prosecution if necessary.
- Work with state, federal, and local agencies to prevent and investigate terrorism.
- Ensure that an Incident Action Plan is developed as appropriate and that it is coordinated with *ESF #5, Emergency Management*, for inclusion in the Emergency Management Team's Situation Report (SitRep)

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the EOC as needed.
- Contact NH Homeland Security & Emergency Management (HSEM) if the situation warrants.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.

Fire Department/EMS

- Provide operational support and resources in support of this ESF.
- Assist the Police Department with traffic issues as needed.
- Assist the Police Department with command and control of the incident until state and federal assistance arrives.
- Provide health and medical services per *ESF #8, Health & Medical*
- Provide medical transportation.

Department of Public Works (DPW)

- Provide operational support and resources in support of this ESF.
- Maintain and provide an inventory of barricades, signs, and other traffic control devices in coordination with the Police Department and the Fire Department.
- Assist the Police Department and Fire Department with traffic control.
- Provide the equipment and staffing to keep roadways free of debris and dangerous materials.

Emergency Communications Center (ECC)

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per *ESF #2, Communications & Alerting*

RECOVERY PHASE

- During the post-disaster recovery period, the Police Department will perform the following functions:
 - Provide security for disaster-affected areas to prevent vandalism and looting.
 - Perform traffic control for the return of evacuees.
 - Provide access control for affected areas.
 - Report preparation and documentation of costs
- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.
- Demobilization of this ESF would occur when:
 - The affected primary jurisdiction fully meets law enforcement and security needs.
 - When activated, resources (i.e., compacts, National Guard personnel, etc.) have been released to regular duty by the primary jurisdiction.

The Equipment List for the Police Department is located on the following page.

EQUIPMENT INVENTORY LIST – ESF #13, PUBLIC SAFETY & LAW ENFORCEMENT

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Cruiser	Tahoe		Police Station	Gas	
Cruiser	Tahoe SUV		Police Station	Gas	
Cruiser	Tahoe SUV		Police Station	Gas	
Cruiser	Traverse		Police Station	Gas	
Auto/Pickup	145 F150 Crew Cab 4x4 SS		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Motorcycle	FLHTP		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Acadia		Police Station	Gas	
Cruiser	Traverse		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Police Explorer		Police Station	Gas	
Cruiser	Police Explorer		Police Station	Gas	
Van	T-150 Van		Police Station	Gas	
Trailer	Utility Trailer		Police Station	N/A	
Van	Transit Van- Cargo (drone van)		Police Station	Gas	
Cruiser	Acadia		Police Station	Gas	

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Motorcycle	FLHTP		Police Station	Gas	
Cruiser	Escape		Police Station	Gas	
Cruiser	Escape		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Escape		Police Station	Gas	
Auto/Pickup	Escape		Police Station	Gas	
Cruiser	Escape SE		Police Station	Gas	
Cruiser	Escape SE		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Explorer		Police Station	Gas	
Cruiser	Traverse		Police Station	Gas	
Cruiser	Police Explorer		Police Station	Gas	
Trailer	Trailer		Police Station	N/A	
Trailer	Cone Trailer		Police Station	N/A	
Cruiser	Crown Victoria		Police Station	Gas	
Cruiser	Crown Victoria		Police Station	Gas	
Cruiser	Pathfinder		Police Station	Gas	
Truck	E350		Police Station	Gas	
Cruiser	Fusion		Police Station	Gas	
Truck	Ranger		Police Station	Gas	
Trailer	Trailer		Police Station	N/A	
Truck	E350		Police Station	Gas	
Trailer	Message Trailer		Police Station	N/A	

ESF #14: VOLUNTEER & DONATIONS MANAGEMENT

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses local jurisdictions' support in restoring communities damaged by a disaster or emergency by coordinating the efficient and effective delivery of donated goods and volunteer services to the impacted areas. This ESF will also be the liaison for those voluntary organizations that provide disaster services within the City so that capabilities and resources will be effectively integrated with other local, state, and federal agencies to meet the needs of the disaster or emergency.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to facilitate the delivery of donated goods and volunteer services to support response operations and relief efforts in a disaster.

SCOPE

This ESF provides for coordinating volunteer efforts and assures expeditious delivery of donated goods. This ESF comprises agencies with significant roles in coordinating volunteer and donation efforts.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

This ESF would be activated if many people were displaced or their food, clothing, and water sources significantly diminished due to a hazardous event or emergency. In this case, the City accepts appropriate

volunteers and donations for its affected citizens; therefore, a coordinated effort must manage volunteers and donations.

Extraordinary circumstances may require spontaneous volunteers; these volunteers are not affiliated with the City or a volunteer organization. Some spontaneous volunteers may have specific qualifications needed during an emergency (i.e., doctor, welder, bus driver).

PLANNING ASSUMPTIONS

This Plan assumes that clothing, food, water, blankets, and other necessities could be diminished due to the emergency. Other assumptions include the following:

- Large numbers of donations may be sent directly to the City itself.
- The City will coordinate donation management efforts with volunteer organizations and local agencies that would assist in meeting the needs of the public.
- The ability to obtain resources could be hampered.
- Volunteer organizations and individuals would assist in meeting the needs of the public.
- Unsolicited shipments of donated goods and large numbers of unaffiliated or spontaneous volunteers may interfere with and impede critical disaster response and recovery operations and pose a liability risk to the City.
- Spontaneous volunteers not needed by the City will be registered if needed later during the emergency; volunteers with special qualifications will be taken on a case-by-case basis.
- The City and the American Red Cross will only accept donated food from licensed food service facilities unless food shortages are apparent.

CONCEPT OF OPERATIONS

GENERAL

The City will operate a system to collect, process, and distribute donations to disaster victims with the assistance of individuals and other communities or faith-based organizations. City assistance will be provided in areas such as traffic control and security and help to identify facilities to receive, sort, and distribute donated goods.

Volunteers working for the City may be covered under the City's liability policy, assuming they have been acting within the scope of their responsibilities. The volunteers may be entitled to accident and injury claim compensation. Reference should be made to the City's legal documentation regarding volunteers.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Emergency Management Team with the Lead Agency will call for the activation of this ESF and then activate the ESF Support Agencies as needed. Components of the organization for this ESF may include, but not be limited to, staging, warehousing, volunteer management, phone banks, and volunteer centers.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agencies (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- The Emergency Management Team will consider and assign a candidate for the position of Volunteer Coordinator
- The Emergency Management Team, along with a pre-designated Volunteer Coordinator (if available), will:
 - Recruit and train volunteers for emergency operations
 - Identify and coordinate with volunteer agencies that may assist, including the American Red Cross (ARC), the Alliance for the Greater Good, area Rotary and Lions Clubs, Public School Volunteer programs, etc.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- The Emergency Management Team, with a pre-designated Volunteer Coordinator (if available), will pre-identify possible sites for resource staging areas, distribution centers, and a volunteer center.
- Prepare the necessary forms that will be needed to track and document the receipt of donations and the assistance of volunteers.
- The City Manager will determine, in conjunction with the City Attorney, if needed, the procedures for preparing for and handling liability issues involving volunteers assisting the City.

RESPONSE PHASE

LEAD AGENCIES

Volunteer Coordinator (to be designated by the Emergency Management Team)

- Coordinate planning and oversee the operation of the volunteer and donations program.
- Determine volunteer needs, including spontaneous volunteers, and how they will be used.
- Determine donation needs, available resources, and establish receipt and distribution locations.
- Notify pre-identified volunteers to assist in areas within their training and abilities.
- Prepare the necessary signage to indicate routes to donation centers and staging areas.
- Report or send a designee to the EOC to report to the Emergency Management Team.

- Brief volunteers on the following:
 - Program mission and disaster responsibility
 - Procedures for timekeeping, daily sign-in/out
 - Work schedule and chain of command
 - Safety issues, evacuation procedures, handling of injuries
 - How to respond to media contacts (send to the Public Information Officer (PIO))
- Coordinate with local jurisdictions and volunteer agencies/organizations (i.e., ARC, Salvation Army, Volunteer Organizations Active in Disasters (VOAD), etc.) for response efforts.
- Coordinate the provisioning and operation of a donation and volunteer services call center, with assistance from the office staff.
- Coordinate with *ESF #1, Transportation*, for the provision of additional transportation resources in support of this ESF
- Coordinate with *ESF #7, Resource Support*, to establish warehousing capabilities and obtain other resources as needed.
- Coordinate with *ESF #13, Public Safety & Law Enforcement*, for security and safety requirements.
- Coordinate with the Emergency Management Team through *ESF #15, Public Information*, for the dissemination of information to the public regarding disaster needs
- Coordinate with the other *ESF #7, Resource Support*, to help meet the unmet needs of other response agencies through donated goods and services or using volunteers.
- Screen, credential, and pre-register volunteers according to the City's policies; establish and maintain forms for registration of volunteers; gather information to include:
 - Expertise & Qualifications
 - Interests
 - Availability
- Provide and keep copies of receipts for all donations.
- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - The number of volunteers registered, referred, and deployed.
 - Type, value, and amount of goods and services donated.
 - Staffing and resource shortfalls and unmet needs
 - Supply and contract costs
 - Significant issues/activities

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the EOC.
- Designate and activate a Volunteer Coordinator.
- Establish communications with NH Homeland Security & Emergency Management (HSEM) and other state or private agencies to augment available resources.
- Work with the Volunteer Coordinator to identify the location(s) for donated items and warehousing.
- Per *ESF #15, Public Information* provides information on unmet needs, the location of donation and volunteer centers, and the procedures for donating goods.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.
- Maintain the donation account for receiving monetary donations at a local banking facility.
- Disseminate the specific wording for the “Pay to the Order of:” line for all checks and other securities so that appropriate information can be provided to potential donors.

Police Department

- Provide security to any donations center or staging areas, as needed and available.
- Provide background or record checks on volunteers if time and staffing allow.

Department of Public Works (DPW)

- Assist in the transportation of donated goods.
- Assist in the identification of location(s) for the storage of donated items.

Health Department

- Assist with the appropriate storage of donated foods from licensed food service facilities.
- Assist in the collection of donations as available.

Recreation Department

- Assist with the storage of donated goods.
- Assist with the coordination of volunteers.
- Assist with ESF #14 activities, as needed and available.

Library

- Assist with the storage of donated goods.
- Assist with the coordination of volunteers.
- Assist with ESF #14 activities, as needed and available.

POTENTIAL RESOURCES FOR THIS ESF

American Red Cross (ARC)

- Assist in the collection of donations.
- Provide volunteers, supplies, and services.
- Provide organizational donation contact information for reference.
- Coordinate with other communities and agencies to provide additional assistance.

RECOVERY PHASE

Demobilization of this ESF will occur when:

- The need for volunteers and donated goods has ended.
- Volunteers have been deactivated and released.
- Excess donations have been disposed of.
- A detailed cost accounting of all donations and volunteer hours has been documented.
- The operational elements at the EOC have been terminated.
- Volunteers have been appropriately recognized for their service to the City.
- Spontaneous volunteers have been recognized and encouraged to participate in the future.

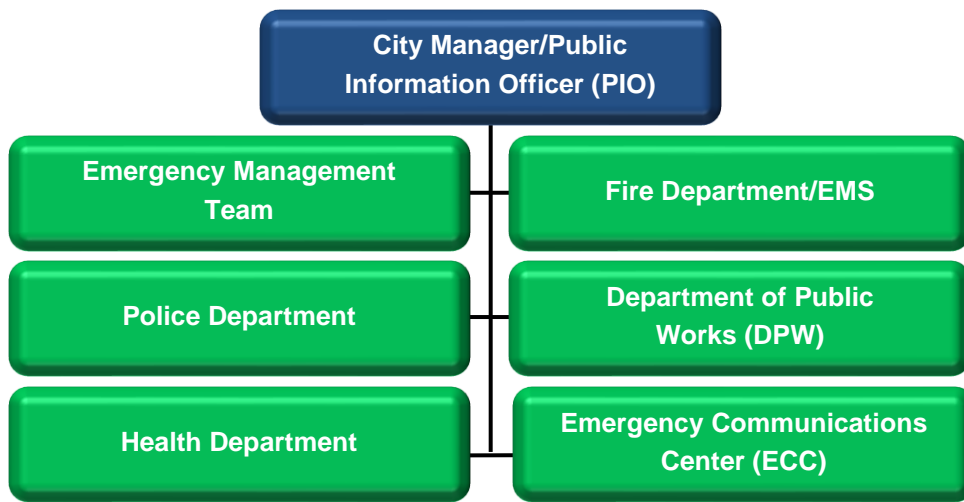
After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

ESF #15: PUBLIC INFORMATION

GENERAL DESCRIPTION AND AGENCIES

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

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to establish uniform policies for the effective development, coordination, and dissemination of information to the public during a disaster. This ESF also describes the means, organization, and process by which a community provides timely, accurate, and helpful information and instructions to area residents throughout an emergency.

SCOPE

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

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The citizens of Portsmouth will require and respond to timely and factual information and instructions during all phases of an emergency released by official sources. Detailed and factual information and well-presented instructions can reduce the incidence of panic among the threatened population.

The accurate and expedited dissemination of information is critical during a disaster or emergency, particularly when a terrorist incident has occurred. The public and the media must be provided with accurate and timely information.

A terrorist attack would quickly result in federal agencies joining a Unified Command, particularly the Federal Bureau of Investigation (FBI). A Joint Information Center (JIC) may be established; it would be composed of representatives from federal, state, and local authorities to manage the dissemination of information to the public, media, and businesses potentially affected by the incident.

PLANNING ASSUMPTIONS

Protecting life and property may hinge on instructions and directions from authorized officials. Other assumptions include the following:

- Establishing and maintaining an effective rumor control mechanism will help clarify emergency information for the public.
- Major disasters and terrorist events are automatically major news stories.
- An act of terrorism may cause widespread panic, and ongoing communication of accurate and up-to-date information will help calm fears and limit the collateral effects of the attack.
- An emergency or disaster may cause extensive damage to life and property.
- Communications and transportation access will likely be disrupted or destroyed.

CONCEPT OF OPERATIONS

GENERAL

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

INFORMATION AND SUPPORT STRUCTURE

State Information Support Structure

- The State of NH Public Information Officer (PIO) at NH Homeland Security & Emergency Management (HSEM) will manage and coordinate the State’s emergency public information response through all phases of the disaster from the Incident Planning & Operations Center (IPOC) in Concord, NH or at a Joint Information Center (JIC) if one is established.
- State agencies with specific ESFs or other response roles will provide staff support for the State’s emergency public information efforts.
- If a Joint Information Center (JIC) is established, state-level emergency public information will also be provided to the media and the public through that facility. The State will assist with locating and managing the operation of such a center.
- The Governor and NH HSEM will provide the lead in issuing emergency information and instructions through the Emergency Alert System (EAS). The EAS may also be activated by the National Weather Service in Gray, ME.

Federal Information Support Structure

- The State will coordinate with federal agencies to provide federal-level information to the public following a natural, technological or human-caused emergency or disaster, as deemed necessary.
- If requested, the federal government will assist with locating and managing the operations of a Joint Information Center (JIC).

Local Information Support Structure

- Genasys (formerly CodeRED) & Smart 911
- Infinite Campus/Parents Square (SAU 52)
- Door-to-door Notifications
- Citizen Information Center
- Media Centers
- Hotline@cityofportsmouth.com
- Ham Radio Operators
- City website, www.cityofportsmouth.com
- Social Media: see Table 2.1 (pgs. 194-197)
- Local newsletters and community websites
- Television
 - Public Access TV, Channel 22
 - WMUR-TV, Channel 9 (Manchester)
- Radio
 - WTSN 98.1 FM (Portsmouth)
 - WTSN 1270 AM (Portsmouth)
 - WMYF 1380 AM (Portsmouth)
 - WHEB 100.3 FM (Portsmouth)
 - WSCA 106.1 FM (Portsmouth)
 - WOKQ 97.5 FM (Dover)
- Newspapers
 - City Newsletter (Portsmouth)
 - Seacoast Online (Portsmouth)
 - Union Leader (Manchester)
 - Patch (Portsmouth)

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Emergency Management Team and a designated City Manager/PIO will call for the activation of this ESF and notify the Support Agencies. Components of this ESF may include, but not be limited to, media centers, public information centers, information hotlines and phone banks, computer and internet centers, and volunteer centers.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- The Emergency Management Team, along with the City Manager/PIO, shall:
 - Develop systems to enhance information dissemination during emergencies.
 - Conduct public education programs and develop and distribute educational materials.
 - Develop methods to alert the deaf, blind, and non-English-speaking population.
 - Maintain a current list of media contacts.

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- The Emergency Management Team, along with the City Manager/PIO, shall:
 - Prepare pre-scripted messages to provide warnings and instructions for known hazards.
 - Recruit and train volunteers to staff hotlines
 - Brief city staff on working with the media.
 - Pre-identify suitable facilities for a JIC or Media Center
 - Develop a plan of action to determine the location, staging, and resource requirements needed to communicate successfully with the media and the public.
 - Identify a location for a media center, preferably with landline capabilities.

RESPONSE PHASE

LEAD AGENCY

City Manager/Public Information Officer (PIO)

- Serve as the official voice for Portsmouth to disseminate the release of information to the public and the media.
- The City Manager/PIO, with assistance from the Emergency Management Team, will:
 - Prioritize information and communicate this information to the public and the media based on these priorities:
 - Priority will be given to protecting life and property, such as evacuation routes and sources of emergency assistance.

- Later priorities will be based on the emergency to include what steps are being taken to remedy the situation and the overall status of the response.
- Coordinate with other departments to establish a location for media briefings and to establish traffic control and security.
- Coordinate with other departments to establish accurate and timely information and make every effort to avoid the spread of rumors.
- Coordinate with other departments to gather information from outside the jurisdiction to evaluate the impact of this information on the City; this is particularly important should events be more regional.
- Prepare for extensive media coverage depending on the extent of the emergency.
- Report to the Emergency Operations Center (EOC) and work closely with the Emergency Management Team to ensure the accuracy of information.
- Become familiar with the general organization of structure and the objectives for the managed incident.
- Gather and analyze all public information and instructions for release.
- Respond to media and community requests for information.
- Arrange press conferences, interviews, media briefings, and tours with approval from the Emergency Management Team.
- Assign responsibilities to all personnel participating in public information activities.
- Prepare and review all public information announcements and press releases with the Emergency Management Team before releasing information to the public and the media.
- Authenticate sources of information and verify accuracy before issuing news releases.
- Brief local media on local warning systems and coordinate procedures for transmitting emergency information to the media.
- Take action to prevent the spread of unsubstantiated information and monitor media to determine the need to clarify issues.
- Open a Public Information Center (PIC) in strategic locations for inquiries by citizens.
- In coordination with the Emergency Management Team, provide Subject Matter Experts (SMEs) for media interviews and press conferences, as requested and appropriate.
- Establish and staff phone line(s) to provide accurate and timely information to the public.
- Coordinate with PIOs from other jurisdictions to prepare and issue joint news releases.
- Work with local media to provide emergency warnings, information, and instructions upon approval by the Emergency Management Team.
- Provide public information relating to the recovery process and programs.
- Assess the effectiveness of public information and education programs.
- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.
- Authorize the release of excess resources to neighboring communities and the State.
- In coordination with the Emergency Management Team, approve all communications disseminated to the public and the media.

- Collect, maintain, and report the following status information for inclusion in the Emergency Management Team's Situation Report (SitRep):
 - Media releases issued
 - Schedule of press conferences and releases
 - Significant issues/activities/unmet needs

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- With the City Manager/PIO, approve all communications to be disseminated to the public and the media.
- Coordinate with state, federal, and private-public information systems
- Release public information bulletins.
- Authorize public restrictions as needed.
- Inform the City Manager of all media and public releases.
- Establish a Joint Information Center as needed.

Fire Department/EMS

- As requested and appropriate, provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support.
- Assume the role of PIO as needed, depending on the situation.
- Assist the Police Department with traffic issues as needed.
- Assist with notification to residents.

Police Department

- As requested and appropriate, provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support.
- Assume the role of PIO as needed, depending on the situation.
- Provide traffic control and security as needed for media and public briefings.
- Assist with notification to residents.
- Recommend public restrictions to the Emergency Management Team.

Department of Public Works (DPW)

- Assist with the staging for public and media announcements, as needed.
- Assume the role of PIO as needed, depending on the situation.
- Advise the Emergency Management Team of any water supply contamination in cooperation with the Health Department.
- As requested and appropriate, provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support.

Health Department

- As requested and appropriate, provide SMEs and subject matter information for media interviews, press conferences, public information, and educational support.
- Assume the role of PIO as needed, depending on the situation.
- Advise the Emergency Management Team of any water supply contamination in cooperation with the Department of Public Works (DPW).
- Collaborate on creating press releases and information on infectious diseases and immunizations.

Emergency Communications Center (ECC)

- Receive alerts & notifications from various services.
- Provide initial notification and ongoing communication to all responders.
- Dispatch emergency services for Police, Fire/EMS, and DPW (upon request after hours)
- Coordinate the emergency communications system.
- Provide backup communications for the City (i.e., mobile communication capabilities)
- Assist in providing public alerting per *ESF #2, Communications & Alerting*

RECOVERY PHASE

Recovery & demobilization of this ESF will occur when:

- The need for information relating to both response and recovery operations has ceased.
- The operational elements at the EOC have been terminated.

After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and mitigate future potential disasters.

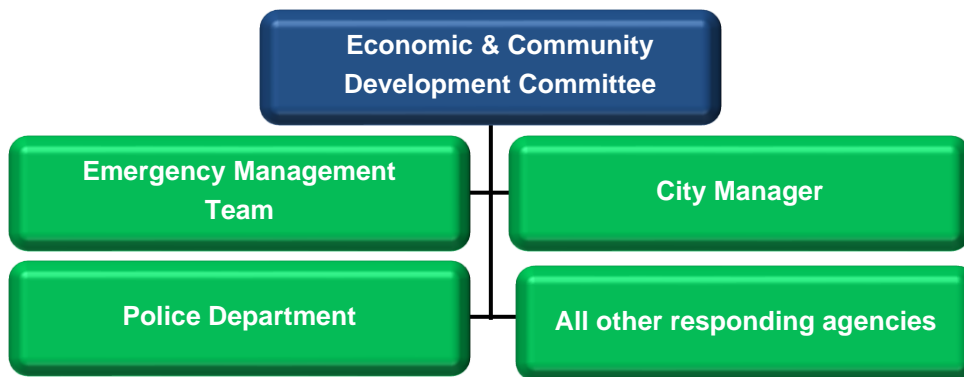
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ESF #18: BUSINESS & INDUSTRY

GENERAL DESCRIPTION AND AGENCIES

This Emergency Support Function (ESF) addresses the physical safety and economic security of the citizens, businesses, and industry of local communities and the State of New Hampshire; these are issues of common concern to the public and private sectors. This ESF ensures that the public and private sectors prepare for, respond to, and quickly recover from an impact on business and industry. These actions will minimize business interruption and ensure the Community and the State's economic engine remains strong.

LEAD & SUPPORT AGENCIES AND ORGANIZATION



INTRODUCTION

PURPOSE

This ESF aims to provide a framework for coordination and cooperation among public and private sector partners before, during, and after disasters, emergencies, or planned events in the Community.

SCOPE

This ESF ensures close collaboration between public and private sector partners throughout all phases of emergency management to improve community resilience and the effective use of resources during emergencies.

SITUATION AND PLANNING ASSUMPTIONS

SITUATION

The private sector manages a significant portion of a community's economic and physical infrastructure. During a community's disaster response, this economy segment must be represented to assist with risk communication, hazard/vulnerability assessments, loss prevention activities, lifeline protection, prioritization restoration, and business recovery.

Portsmouth is known as a very active and bustling community. The Community hosts various businesses and industries, including tourism, adversely affecting an emergency. Portsmouth is most well-known for:

- The downtown commercial area includes small retail shops.
- Other commercial areas, including large retail shops.
- Restaurants and other dining facilities
- Recreation venues
- Tourist attractions
- Industrial Park or area
- Hotels, motels, inns and B&Bs

PLANNING ASSUMPTIONS

Emergencies and disasters can occur anytime without warning and may quickly overwhelm public and private sector resources. Other assumptions include the following:

- Businesses and industries may be impacted by natural, technological, or human-caused disasters, producing economic hardship.
- The Community may assist business owners with financial assistance, personnel, and other resources to limit the impact of a disaster.
- A Unified Command may be established.
- A Joint Information Center (JIC) may be established to manage the incident.

CONCEPT OF OPERATIONS

GENERAL

This ESF will be activated at the direction of the Emergency Management Team when a potential or actual disaster situation or planned event affecting Portsmouth requires coordination between the public and private sectors.

- The Lead Agency must ensure that through coordinated annual planning, all agencies for this ESF:
 - Participate in reviews and the maintenance of this ESF.
 - Receive sufficient training to support this ESF's responsibilities in the Emergency Operations Center (EOC).
 - Coordinate, attend, and participate in meetings, training sessions, conferences, and exercises involved in this ESF.

- The Lead Agency shall also:
 - Maintain manual or automated listings of Lead and Support Agency emergency points of contact.
 - Coordinate activities in the EOC during periods of activation of this ESF
 - Develop and maintain staffing schedules.
 - Coordinate evaluation and performance of mission or task requests
 - Ensure the status of committed and uncommitted resources is tracked during the activation of the EOC.
 - Ensure a Unified Command is used to manage assets in the field due to the number and variety of government and private sector organizations involved.

ORGANIZATION

Following the organizational chart at the beginning of this ESF, the Lead Agency will call for the activation of this ESF and notify the Support Agencies. Components of this ESF may include coordination with other ESFs, establishing a Unified Command, a JIC, and providing information to the public and the media.

PHASED ACTIVITIES

These activities are the responsibility of the Lead Agency (unless otherwise indicated). However, all departments must proactively review their facilities, equipment, and resources.

PREVENTION PHASE

- Support sharing information about physical and cyber threats, vulnerabilities, incidents, potential protective measures, and best practices.
- Develop strategies with NH Homeland Security & Emergency Management (HSEM) to incorporate the private sector/business into this ESF.
- Integrate the National Incident Management System (NIMS) and Incident Command System (ICS) principles in all ESF planning aspects.
- Develop and maintain a system to recognize the credentials of associated agencies/personnel.
- Assist EOC planners with protection, response, restoration, and recovery priorities and plans for such private-sector critical lifelines as:
 - Health and medical
 - Food processing, distribution, and sale
 - Electrical power generation and distribution
 - Communications
 - Transportation
 - Banking
 - Insurance
 - Fuel
 - Building trades industry/forest products
 - Large building supply retailers
 - Hospitality and related service businesses
 - Light and heavy manufacturing and distribution

MITIGATION PHASE

- Review and implement the recommended actions outlined in the Community's hazard mitigation plan to lessen or diminish the effects of natural, technological, and human-caused hazards.

PREPAREDNESS PHASE

- Establish protection and response priorities and plans for critical private-sector lifelines and other business sectors.
- Maintain a list of known businesses or industries that have been subject to hazards in the past.
- Develop and maintain listings of commercial and industrial suppliers of services and products to include points of contact associated with business and industry-related functions.
- Obtain building plans for businesses requiring an extensive search or evacuation.
- Develop a system of notification for susceptible businesses.
- Pre-identify, train, and assign personnel to staff this ESF in the EOC
- Participate in or conduct exercises to validate this ESF and support Standard Operating Procedures (SOPs).
- Coordinate with this ESF's partners to provide information on available business and industrial assets.
- Create estimates of tourist occupancy or worst-case estimates of the number of tourists affected by a disaster.

RESPONSE PHASE

LEAD AGENCY

Economic & Community Development Committee

- Notify all supporting agencies upon activation of this ESF.
- Assign and schedule sufficient personnel to cover an EOC activation for an extended period.
- Assist, receive reports, and analyze private sector damage assessment information, e.g., insurance industry reports.
- Assist in the identification of businesses and industries needing immediate assistance.
- Provide updates and briefings for personnel reporting for this ESF's duty.
- Notify this ESF's businesses in the threatened or impacted areas.
- Provide broad assessments of visitor volume in impacted destination sites.
- Coordinate with the Department of Insurance for credentialing of adjusters
- Monitor and report on business/industry-specific response, recovery, and restoration teams.
- Facilitate information sharing between government entities and private sector partners.
- Activate *ESF #14, Volunteer & Donations Management*, to obtain volunteer and donations assistance, if needed
- Activate *ESF #13, Public Safety & Law Enforcement*, to address security issues.
- Activate *ESF #8, Health & Medical*, to address health issues arising from the emergency.
- Evaluate the type and duration of a recovery phase.
- Coordinate with the Department of Insurance, who will monitor the deployment/activities of insurance claims adjusters.
- Provide input on operational needs for restoring business and industry during the emergency.
- Conduct business registration for post-disaster reentry as requested.

- Generate information to be included in the Emergency Management Team's Situation Report (SitRep) for EOC briefings, reports, or action plans. Information to include:
 - Situational awareness, level of impact, key events, and status of response actions
 - Tourist occupancy data and visitor volume estimates and changes
 - Tourism business disruption estimates resulting from the disaster.
 - Lodging vacancies reported by the industry.
 - Status of businesses (open, closed, damaged, etc.) in and around the impacted area.
 - Status of critical commodities at stores (and in transit) in and around the impacted area
 - Status and needs of survivors and communities as reported by the private sector.
 - Businesses face significant issues, particularly those in which the public sector can facilitate or expedite solutions. Issues also arise with critical infrastructure or disruption to commodity supply chains.

SUPPORT AGENCIES

Emergency Management Team

- Notify surrounding town EMDs of all EOC activations.
- Establish direction and control at the EOC.
- Maintain information on the status of business and industry activities and provide this information to the State through WebEOC.
- Coordinate with *ESF #15, Public Information*, to provide pertinent information to the residents of the Community.

City Manager

- Report to the City Council and the Mayor about the situation as appropriate.
- Support management efforts and the financial needs of the emergency
- Maintain the operation of city government during the emergency.
- Call up additional city personnel to assist with this ESF.
- Coordinate financial support for emergency response and recovery operations.
- Issue such orders and proclamations necessary to conserve essential on-hand resources.

Police Department

- Provide security as requested to protect damaged facilities, based on availability.
- Provide traffic control and security as needed in and around the impacted facilities.
- Recommend public restrictions to the Emergency Management Team.

All Responding Agencies

- Through *ESF #5, Emergency Management*, notify the Emergency Management Team of available resources and any information that can be utilized to assist in implementing this ESF.
- Maintain financial records of all activities and costs during the event and turn them in to the Lead Agency as requested.
- Provide Subject Matter Experts (SMEs) and situational awareness information for media interviews, press conferences, public information, and educational support, as requested and appropriate.

RECOVERY PHASE

- After a disaster, conduct an After-Action Report (AAR) with Support Agencies to review and update this ESF to increase its effectiveness and to mitigate future potential disasters.
- Recovery & demobilization of this ESF will occur when:
 - When business registration has been provided to allow for post-disaster reentry
 - The documentation of disaster-related costs for any potential reimbursement has been completed.
 - Recovery and restoration plans have been completed and implemented.
 - An After-Action Report (AAR) has been completed to assess and improve this ESF.
 - The identification and documentation of economic and insurance impacts and losses are completed.
 - The Small Business Administration (SBA) has determined eligibility for assistance to member businesses.
 - All activities and requests have been completed, and there is no longer a need for community assistance and donations support.
 - Post-event marketing efforts are coordinated to help recover tourism losses.
 - Reports on impacts on affected businesses have been completed.
 - The need for information relating to both response and recovery operations has ceased.
 - The operational elements at the EOC have been terminated.

CHAPTER 6 – RESOURCE INVENTORY

Table of Contents

CATEGORIZED RESOURCE INVENTORY LIST	163
ALPHABETICAL RESOURCE INVENTORY LIST	171

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CATEGORIZED RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone
Aircraft-Fixed Wing			
NH Wing - Civil Air Patrol		Concord	603-271-3225
Ambulances			
Portsmouth Fire Department		Portsmouth	603-427-1515
American Red Cross			
Disaster Program Officer	John Montes	Concord	603-225-6697 or 603-403-0804 cell
Senior Disaster Program Manager	Charles Hall	Concord	603-225-6697 or 603-513-9895 cell
Disaster Program Manager	Paul Mayo	Concord	603-225-6697 or 603-678-1740 cell
Animal Feed & Equipment			
Walmart		Portsmouth	603-433-6008
Tractor Supply Company		Greenland	603-334-9645
Auto Parts & Service			
Sanel Auto Parts		Portsmouth	603-436-3834
Barricades			
Grainger Industrial Supplies		Manchester	800-472-4643
New England Barricade Corporation		Epping	603-659-2182
United Rental		Hooksett	603-622-1555
Blankets			
American Red Cross	Paul Mayo	Concord	603-225-6697 or 603-678-1740 cell
Seacoast Public Health Network	Julia Meuse	Raymond	603-244-7311
Blasting Contractors			
Maine Drilling & Blasting		Auburn	603-647-0299
Boats			
NH Fish & Game		Concord	603-271-3421
NH Marine Patrol		Gilford	603-293-2037
United States Coast Guard		New Castle	603-436-4415
Bomb Disposal Unit			
NH State Police - Field Operations Bureau		Concord	603-223-3858
VT State Police Headquarters		Waterbury, VT	802-244-8727
Building Equipment			
Lowe's Home Improvement		Greenland	603-373-2158
The Home Depot		Portsmouth	603-431-0517
Building Inspector(s)			
Portsmouth Inspection Department		Portsmouth	603-610-7243

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Business/Agency	Contact	Location	Phone
Busses (mass transportation vehicles)			
Laidlaw			603-436-0426
Churches & Clergy			
Jeff Pelky (FD/PD Chaplain)		Portsmouth	207-252-3065
Corpus Christi Parish		Portsmouth	603-436-4555
Temple Israel		Portsmouth	603-436-5301
North Church		Portsmouth	603-436-8220
Middle St. Baptist		Portsmouth	603-436-2337
St. Nicholas		Portsmouth	603-436-2733
Clothing			
Walmart		Portsmouth	603-433-6008
County			
Rockingham County Sheriff's Office	Charles Massahos	Brentwood	603-679-2225
Cranes & Riggings			
Black Dog Diver		Portsmouth	603-431-3732
Divers			
NH Fish & Game		Concord	603-271-3421
Black Dog Divers		Portsmouth	603-431-3732
Dogs (search & rescue)			
NH State Police - Field Operations Bureau		Concord	603-223-3858
VT State Police Headquarters		Waterbury, VT	802-244-8727
New England K-9 Search & Rescue		Grantham	603-526-6754
Duplicating Equipment & Facility			
Staples		Newington	603-334-3423
EMS & Medical			
Portsmouth Fire Department		Portsmouth	603-427-1515
Dartmouth-Hitchcock Advanced Response Team		Lebanon	800-650-3222
Boston Medflight		Bedford, MA	800-233-8998
LifeFlight of Maine		Bangor, ME	888-421-4228
North Country Life Flight		Saranac Lake, NY	518-891-6853
Disaster Behavioral Health Response Team		Concord	603-271-9454
Stonehearth Open Learning Opportunities		Conway	603-447-6711
Advanced Life Support Institute		Center Conway	603-447-4249
Engineers			
US Army Corps of Engineers		Hanover	603-646-4100
HEB Engineers		Conway	603-356-6936
Exterminators			
JP Pests		Exeter	603-436-2908

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Business/Agency	Contact	Location	Phone
Federal Agencies			
Local Forest Ranger	Abigail Nehiley	Concord	603-227-8731
National Weather Service		Gray, ME	207-688-3216
Integrated Public Alert & Warning System		Washington, DC	844-729-7522
Federal Emergency Management Agency		Boston, MA	800-745-0243
Fire Mutual Aid			
Seacoast Chief Fire Officers Mutual Aid District		Hampton	
Food (restaurants & dining facilities)			
See the Health Department's list			
Food (food stores & potable drinks)			
See the Health Department's list			
Fuel (gas, diesel, home heating, propane)			
Hansom's		Portsmouth	603-436-5171
Funeral Homes			
Pelkey Funeral Home		Kittery	207-439-4900
Farrell Funeral Home		Portsmouth	603-436-5418
Wood Funeral Home		Portsmouth	603-436-1702
Generators			
Lowe's Home Improvement		Greenland	603-373-2158
The Home Depot		Portsmouth	603-431-0517
Tri Rental		Portsmouth	603-431-1109
Seacoast Power		Portsmouth	603-964-8384
Ham Radio Operators			
Amateur Radio Emergency Service Headquarters		Newington, CT	860-594-0200
Amateur Radio Emergency Service NH	Al Shuman	New Boston	603-487-1050 or 603-487-3333 cell
HazMat			
NH Department of Environmental Services - Petroleum Spill Response		Concord	603-271-3899
NH Department of Environmental Services - Hazardous Material		Concord	603-271-2942
US Coast Guard - Hazardous Materials Division			800-424-8802
NH Special Operations Hazardous Materials		Concord	800-346-4009
Clean Harbors Environmental		Bow	603-224-6626
Heavy Equipment (Dump Trucks, Excavators & other Heavy Equipment)			
Severino Trucking		Candia	603-483-2133
Pike Industries		Belmont	603-267-9455
Helicopters - EMS			
Dartmouth-Hitchcock Advanced Response Team		Lebanon	800-650-3222
Boston Medflight		Bedford, MA	800-233-8998
NH National Guard	Duty Officer	Concord	603-491-1904

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Business/Agency	Contact	Location	Phone
Helicopters - Search & Rescue/Damage Assessment			
NH State Police - Field Operations Bureau		Concord	603-223-3858
US Border Patrol			877-227-5511
United States Coast Guard		New Castle	603-436-4415
VT National Guard	Duty Officer	Colchester, VT	802-338-3493
NH National Guard	Duty Officer	Concord	603-491-1904
Hospitals & Medical Facilities			
Portsmouth Hospital		Portsmouth	603-436-5110
Exeter Hospital		Exeter	603-778-7311
Wentworth-Douglas Hospital		Dover	603-742-5252
Ice			
Walmart		Portsmouth	603-433-6008
Jersey Barriers			
Pike Industries Headquarters		Belmont	603-267-9455
Medical Gasses			
Airgas		Dover	603-740-9735
Regional Home Care		Leominster, MA	978-840-0113
Pharmaceutical Supplies			
CVS Pharmacy		Portsmouth	603-431-0234
Rite Aid Pharmacy		Portsmouth	603-431-1580
Photographers			
Lakes Region Drone Photography		Moultonborough	603-630-9927
DragonFly Aerial		Center Conway	603-986-5216
Portable Light Towers			
Grainger		Manchester	800-472-4643
Pike Industries Headquarters		Belmont	603-267-9455
United Rental		Hooksett	603-622-1555
NH Department of Transportation		Concord	603-271-6862
Portable Toilets			
Pete's Toilets		Plaistow	603-389-7394
Red's restrooms		Newburyport, MA	978-904-1699
Print Media			
Union Leader		Manchester	603-668-4321
Concord Monitor		Concord	603-224-5301
Public Health Network			
Seacoast Public Health Network	Julia Meuse	Raymond	603-244-7311
Radio Equipment, Rental & Maintenance			
Two-way Communications		Portsmouth	603-431-6288

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Business/Agency	Contact	Location	Phone
Radio Stations			
WHOM		Portland, ME	800-228-1949
WOKQ		Dover	603-742-7060
WERZ		Exeter	603-772-4757
WHEB		Portsmouth	603-436-7305
WTSN		Dover	603-742-1270
Railroad Equipment			
CSX Safety	Dave Nagy		978-302-9093
Refrigeration			
Ryder Truck Rental		Manchester	603-669-0300
Ryder Truck Rental		Gilmanton	603-267-6454
Rotary, Masons & Other Clubs & Service Agencies			
Rotary Club		www.seacoastrotary.org	
Lion's Club		www.portsmouthlionsnh.org	
Elk's Club		www.elks.org/lodges/home.cfm?lodge=97	
Rubbish Haulers & Dumpsters			
Waste Management		Londonderry	855-852-7110
Casella Waste System			888-485-1469
Dumpster Depot		Manchester	603-222-9066
Sand & Gravel			
Pike Industries Headquarters		Belmont	603-267-9455
NH Department of Transportation		Concord	603-271-6862
Sand Bags			
US Army Corps of Engineers		Hanover	603-646-4100
Globe Bag		Woburn, MA	781-935-3311
NH National Guard	Duty Officer	Concord	603-491-1904
NH Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	603-271-2231
Snowmobiles & ATVs (OHRV, Off-Highway Recreational Vehicle)			
NH Fish & Game		Concord	603-271-3421
Snow Plowing & Removal			
Portsmouth Department of Public Works		Portsmouth	603-427-1530
Specialized Teams			
Disaster Medical Assistance Team	Contact HSEM	Concord	603-271-2231
Disaster Mortuary Operational Response Team	Contact HSEM	Concord	603-271-2231
FEMA Urban Search & Rescue	Contact HSEM	Concord	603-271-2231
Central NH Special Operations Unit	Dispatch	Pembroke	603-485-3421
State Agencies			
NH Forests & Lands Headquarters - Chief	Steven Sherman	Concord	603-271-2214
NH Forests & Lands Ranger - District 24	Abigail Nehiley	Concord	603-227-8731
NH Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	603-271-2231

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Business/Agency	Contact	Location	Phone
Homeland Security Field Representative	Courtney Jordan	Concord	603-223-3631 or 603-856-6578 cell
NH Public Works Mutual Aid		Durham	603-862-1362
NH Fish & Game		Concord	603-271-3421
NH Department of Transportation		Concord	603-271-6862
NH State Police - Field Operations Bureau		Concord	603-223-3858
NH Department of Environmental Services		Concord	603-271-3503
NH State Fire Marshal		Concord	603-223-4289
NH Department of Agriculture, Markets & Food		Concord	603-271-3551
NH Department of Natural & Cultural Resources		Concord	603-271-2411
NH Archives & Records Management		Concord	603-271-2236
NH Department of Health & Human Services		Concord	844-275-3447
NH Disaster Animal Response Team		Concord	603-271-7200
NH State Veterinarian	Stephen Crawford	Concord	603-271-2404
Television			
WMUR		Manchester	603-669-9999
WMTW		Portland, ME	207-835-3888
Tent Rental			
Lakes Region Tent & Event		Concord	888-380-8368
Taylor Rental		Concord	603-224-1931
Tires			
National Wrecker		Portsmouth	603-436-3200
Towing & Wreckers			
National Wrecker		Portsmouth	603-436-3200
Towns (area)			
Newington		Newington	603-436-7640
New Castle		New Castle	603-431-6710
Rye		Rye	603-964-5523
Greenland		Greenland	603-431-7111
Traffic Control Device Rental			
NH Department of Transportation		Concord	603-271-6862
United Rental		Hooksett	603-622-1555
Tree Removal Services			
Asplundh		Concord	603-715-1819
Truck Rental			
Ryder Truck Rental		Manchester	603-669-0300
Ryder Truck Rental		Gilmanton	603-267-6454
Utilities (Electric, Phone)			
NH Electric Coop	Emergency Line		800-343-6432
Eversource Energy	Emergency Line		800-662-7764
Spectrum	Emergency Line		833-949-0036

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Business/Agency	Contact	Location	Phone
Comcast	Emergency Line		800-777-9824
Unitil	Emergency Line		866-900-4115
Portsmouth Water Operations			603-427-1530
Volunteer Organizations (Volunteer Organizations Active in Disaster, VOAD)			
Volunteer NH		Concord	603-271-7200
Seacoast United Way			603-436-5554
Salvation Army			603-436-2606
Alliance for the Greater Good		alliance.greatergood@gmail.com	
Water - Potable			
Walmart		Portsmouth	603-433-6008
Water - Non-Potable			
Portsmouth Fire Department		Portsmouth	603-427-1515
Welders			
Arnold Welding		Portsmouth	603-436-9852
Maritime Fabrication		Portsmouth	603-520-4688

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ALPHABETICAL RESOURCE INVENTORY LIST

Business/Agency	Contact	Location	Phone	Category
A-D				
Advanced Life Support Institute		Center Conway	603-447-4249	EMS & Medical
Airgas		Dover	603-740-9735	Medical Gasses
Alliance for the Greater Good		alliance.greatergood@gmail.com		Volunteer Organizations
Amateur Radio Emergency Service Headquarters		Newington, CT	860-594-0200	Ham Radio Operators
Amateur Radio Emergency Service NH	Al Shuman	New Boston	603-487-1050 or 603-487-3333 cell	Ham Radio Operators
American Red Cross	Paul Mayo	Concord	603-225-6697 or 603-678-1740 cell	Blankets
Arnold Welding		Portsmouth	603-436-9852	Welders
Asplundh		Concord	603-715-1819	Tree Removal Services
Black Dog Divers		Portsmouth	603-431-3732	Cranes & Riggings, Divers
Boston Medflight		Bedford, MA	800-233-8998	EMS & Medical, Helicopters - EMS
Casella Waste System			888-485-1469	Rubbish Haulers & Dumpsters
Central NH Special Operations Unit	Dispatch	Pembroke	603-485-3421	Specialized Teams
Clean Harbors Environmental		Bow	603-224-6626	HazMat
Comcast	Emergency Line		800-777-9824	Utilities
Concord Monitor		Concord	603-224-5301	Print Media
Corpus Christi Parish		Portsmouth	603-436-4555	Churches & Clergy
CSX Safety	Dave Nagy		978-302-9093	Railroad Equipment
CVS Pharmacy		Portsmouth	603-431-0234	Pharmaceutical Supplies
Dartmouth-Hitchcock Advanced Response Team		Lebanon	800-650-3222	EMS & Medical, Helicopters - EMS
Disaster Behavioral Health Response Team		Concord	603-271-9454	EMS & Medical
Disaster Medical Assistance Team	Contact HSEM	Concord	603-271-2231	Specialized Teams
Disaster Mortuary Operational Response Team	Contact HSEM	Concord	603-271-2231	Specialized Teams

Business/Agency	Contact	Location	Phone	Category
Disaster Program Manager	Paul Mayo	Concord	603-225-6697 or 603-678-1740 cell	American Red Cross
Disaster Program Officer	John Montes	Concord	603-225-6697 or 603-403-0804 cell	American Red Cross
DragonFly Aerial		Center Conway	603-986-5216	Photographers
Dumpster Depot		Manchester	603-222-9066	Rubbish Haulers & Dumpsters
E-N				
Elk's Club		www.elks.org/lodges/home.cfm?lodge=97		Clubs & Service Agencies
Eversource Energy	Emergency Line		800-662-7764	Utilities
Exeter Hospital		Exeter	603-778-7311	Hospitals & Medical Facilities
Farrell Funeral Home		Portsmouth	603-436-5418	Funeral Homes
Federal Emergency Management Agency		Boston, MA	800-745-0243	Federal Agencies
FEMA Urban Search & Rescue	Contact HSEM	Concord	603-271-2231	Specialized Teams
Globe Bag		Woburn, MA	781-935-3311	Sand Bags
Grainger Industrial Supplies		Manchester	800-472-4643	Barricades, Portable Light Towers
Greenland		Greenland	603-431-7111	Towns
Hansom's		Portsmouth	603-436-5171	Fuel
HEB Engineers		Conway	603-356-6936	Engineers
Homeland Security Field Representative	Courtney Jordan	Concord	603-223-3631 or 603-856-6578 cell	State Agencies
Integrated Public Alert & Warning System		Washington, DC	844-729-7522	Federal Agencies
Jeff Pelky (FD/PD Chaplain)		Portsmouth	207-252-3065	Churches & Clergy
JP Pests		Exeter	603-436-2908	Exterminators
Laidlaw			603-436-0426	Busses
Lakes Region Drone Photography		Moultonborough	603-630-9927	Photographers
Lakes Region Tent & Event		Concord	888-380-8368	Tent Rental
LifeFlight of Maine		Bangor, ME	888-421-4228	EMS & Medical
Lion's Club		www.portsmouthlionsnh.org		Clubs & Service Agencies
Local Forest Ranger	Abigail Nehiley	Concord	603-227-8731	Federal Agencies

Business/Agency	Contact	Location	Phone	Category
Lowe's Home Improvement		Greenland	603-373-2158	Building Equipment, Generators
Maine Drilling & Blasting		Auburn	603-647-0299	Blasting Contractors
Maritime Fabrication		Portsmouth	603-520-4688	Welders
Middle St. Baptist		Portsmouth	603-436-2337	Churches & Clergy
N-O				
National Weather Service		Gray, ME	207-688-3216	Federal Agencies
National Wrecker		Portsmouth	603-436-3200	Tires, Towing & Wreckers
New Castle		New Castle	603-431-6710	Towns
New England Barricade Corporation		Epping	603-659-2182	Barricades
New England K-9 Search & Rescue		Grantham	603-526-6754	Dogs - SAR
Newington		Newington	603-436-7640	Towns
NH Archives & Records Management		Concord	603-271-2236	State Agencies
NH Department of Agriculture, Markets & Food		Concord	603-271-3551	State Agencies
NH Department of Environmental Services		Concord	603-271-3503	State Agencies
NH Department of Environmental Services - Hazardous Material		Concord	603-271-2942	HazMat
NH Department of Environmental Services - Petroleum Spill Response		Concord	603-271-3899	HazMat
NH Department of Health & Human Services		Concord	844-275-3447	State Agencies
NH Department of Natural & Cultural Resources		Concord	603-271-2411	State Agencies
NH Department of Transportation		Concord	603-271-6862	Portable Light Towers, Sand & Gravel, State Agencies, Traffic Control Device Rental
NH Disaster Animal Response Team		Concord	603-271-7200	State Agencies
NH Electric Coop	Emergency Line		800-343-6432	Utilities
NH Fish & Game		Concord	603-271-3421	Boats, Divers, Snowmobiles & ATVs, State Agencies
NH Forests & Lands Headquarters - Chief	Steven Sherman	Concord	603-271-2214	State Agencies
NH Forests & Lands Ranger - District 24	Abigail Nehiley	Concord	603-227-8731	State Agencies
NH Homeland Security & Emergency Management	24-Hour Duty Officer	Concord	603-271-2231	Sand Bags, State Agencies
NH Marine Patrol		Gilford	603-293-2037	Boats
NH National Guard	Duty Officer	Concord	603-491-1904	Helicopters - EMS & SAR, Sand Bags

Business/Agency	Contact	Location	Phone	Category
NH Public Works Mutual Aid		Durham	603-862-1362	State Agencies
NH Special Operations Hazardous Materials		Concord	800-346-4009	HazMat
NH State Fire Marshal		Concord	603-223-4289	State Agencies
NH State Police - Field Operations Bureau		Concord	603-223-3858	Bomb Disposal Unit, Dogs - SAR, Helicopters - SAR, State Agencies
NH State Veterinarian	Stephen Crawford	Concord	603-271-2404	State Agencies
NH Wing - Civil Air Patrol		Concord	603-271-3225	Aircraft-Fixed Wing
North Church		Portsmouth	603-436-8220	Churches & Clergy
North Country Life Flight		Saranac Lake, NY	518-891-6853	EMS & Medical
P-S				
Pelkey Funeral Home		Kittery	207-439-4900	Funeral Homes
Pete's Toilets		Plaistow	603-389-7394	Portable Toilets
Pike Industries Headquarters		Belmont	603-267-9455	Heavy Equipment, Jersey Barriers, Portable Light Towers, Sand & Gravel
Portsmouth Department of Public Works		Portsmouth	603-427-1530	Snow Plowing & Removal
Portsmouth Fire Department		Portsmouth	603-427-1515	Ambulances, EMS & Medical, Water - Non-Potable
Portsmouth Hospital		Portsmouth	603-436-5110	Hospitals & Medical Facilities
Portsmouth Inspection Department		Portsmouth	603-610-7243	Building Inspector(s)
Portsmouth Water Operations			603-427-1530	Utilities
Red's restrooms		Newburyport, MA	978-904-1699	Portable Toilets
Regional Home Care		Leominster, MA	978-840-0113	Medical Gasses
Rite Aid Pharmacy		Portsmouth	603-431-1580	Pharmaceutical Supplies
Rockingham County Sheriff's Office	Charles Massahos	Brentwood	603-679-2225	County
Rotary Club		www.seacoastrotary.org		Clubs & Service Agencies
Ryder Truck Rental		Manchester	603-669-0300	Refrigeration, Truck Rental
Ryder Truck Rental		Gilmanton	603-267-6454	Refrigeration, Truck Rental
Rye		Rye	603-964-5523	Towns
Salvation Army			603-436-2606	Volunteer Organizations
Sanel Auto Parts		Portsmouth	603-436-3834	Auto Parts & Service

Business/Agency	Contact	Location	Phone	Category
Seacoast Chief Fire Officers Mutual Aid District		Hampton		Fire Mutual Aid
Seacoast Power		Portsmouth	603-964-8384	Generators
Seacoast Public Health Network	Julia Meuse	Raymond	603-244-7311	Blankets, Public Health Network
Seacoast United Way			603-436-5554	Volunteer Organizations
Senior Disaster Program Manager	Charles Hall	Concord	603-225-6697 or 603-513-9895 cell	American Red Cross
Severino Trucking		Candia	603-483-2133	Heavy Equipment
Spectrum	Emergency Line		833-949-0036	Utilities
St. Nicholas		Portsmouth	603-436-2733	Churches & Clergy
Staples		Newington	603-334-3423	Duplicating Equipment & Facility
Stonehearth Open Learning Opportunities		Conway	603-447-6711	EMS & Medical
T-Z				
Taylor Rental		Concord	603-224-1931	Tent Rental
Temple Israel		Portsmouth	603-436-5301	Churches & Clergy
The Home Depot		Portsmouth	603-431-0517	Building Equipment, Generators
Tractor Supply Company		Greenland	603-334-9645	Animal Feed & Equipment
Tri Rental		Portsmouth	603-431-1109	Generators
Two-way Communications		Portsmouth	603-431-6288	Radio Equipment
Union Leader		Manchester	603-668-4321	Print Media
United Rental		Hooksett	603-622-1555	Barricades, Portable Light Towers, Traffic Control Device Rental
United States Coast Guard		New Castle	603-436-4415	Boats, Helicopters - SAR
Unitil	Emergency Line		866-900-4115	Utilities
US Army Corps of Engineers		Hanover	603-646-4100	Engineers, Sand Bags
US Border Patrol			877-227-5511	Helicopters - SAR
US Coast Guard - Hazardous Materials Division			800-424-8802	HazMat
Volunteer NH		Concord	603-271-7200	Volunteer Organizations
VT National Guard	Duty Officer	Colchester, VT	802-338-3493	Helicopters - SAR
VT State Police Headquarters		Waterbury, VT	802-244-8727	Bomb Disposal Unit, Dogs - SAR

Business/Agency	Contact	Location	Phone	Category
Walmart		Portsmouth	603-433-6008	Animal Feed & Equipment, Clothing, Ice, Water - Potable
Waste Management		Londonderry	855-852-7110	Rubbish Haulers & Dumpsters
Wentworth-Douglas Hospital		Dover	603-742-5252	Hospitals & Medical Facilities
WERZ		Exeter	603-772-4757	Radio Stations
WHEB		Portsmouth	603-436-7305	Radio Stations
WHOM		Portland, ME	800-228-1949	Radio Stations
WMTW		Portland, ME	207-835-3888	Television
WMUR		Manchester	603-669-9999	Television
WOKQ		Dover	603-742-7060	Radio Stations
Wood Funeral Home		Portsmouth	603-436-1702	Funeral Homes
WTSN		Dover	603-742-1270	Radio Stations

CHAPTER 7 – ADMINISTRATIVE DOCUMENTS & REFERENCE MATERIALS

Table of Contents

ADMINISTRATIVE DOCUMENTS.....	179
<i>Record of Revisions & Changes</i>	179
<i>Signatories to the Portsmouth Emergency Operations Plan</i>	179
<i>Statement of Adoption – Portsmouth</i>	181
<i>NIMS Resolution - Portsmouth</i>	183
<i>Annual Review Year One</i>	185
<i>Annual Review Year Two</i>	187
<i>Annual Review Year Three</i>	189
<i>Annual Review Year Four</i>	191
REFERENCE MATERIALS	193
<i>City Statistics</i>	193
<i>Shelter Recommendations</i>	197
<i>Terrorism Definitions</i>	199
<i>Acronyms & Abbreviations</i>	203
<i>Definitions</i>	204
<i>Authority of Emergency Response Agencies</i>	209
<i>Emergency Management Statutes – Chapter 21P</i>	211
<i>Incident Command System (ICS) Chart</i>	215

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ADMINISTRATIVE DOCUMENTS

RECORD OF REVISIONS & CHANGES

Portsmouth Emergency Operations Plan (15 ESF format):	2017
Portsmouth, NH Emergency Operations Plan (This Plan; 18 ESF Format):	2024

SIGNATORIES TO THE PORTSMOUTH EMERGENCY OPERATIONS PLAN

Name	Position	Signature
The signatures below indicate the signee has read the Portsmouth, NH Emergency Operations Plan 2024 and understands their responsibilities as outlined in the Plan.		
William McQuillen	Fire Chief & EMC	
Mark Newport	Police Chief	
Peter Rice	Director of Public Works	
Kim McNamara	Health Officer	
Shari Wolph	Chief Building Inspector	
Karen Conard	City Manager & EMD	
Deaglan McEachern	City Mayor	
Joanna Kelley	City Assistant Mayor	
John Tabor	City Councilor	
Kate Cook	City Councilor	
Josh Denton	City Councilor	
Rich Blalock	City Councilor	
Andrew Bagley	City Councilor	
Beth Moreau	City Councilor	
Vincent Lombardi	City Councilor	

****Signatures are scanned-original signatures on file.***

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STATEMENT OF ADOPTION – PORTSMOUTH

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

This Plan and associated supporting documents aim to facilitate the delivery of local government, local, and mutual aid resources and provide the needed assistance and relief to disaster victims and the Community. As no town has the resources to manage a significant emergency without outside assistance, this Plan represents Portsmouth’s best intentions to deal with disaster within the framework of city and statewide coordination.

Adopting this Plan nullifies all previously adopted emergency operations plans for Portsmouth, NH.

Statement of Adoption for the City of Portsmouth:

Adopted, this day, the _____ of _____, 2024

City Manager/Emergency Management Director

Signature

Print Name

Emergency Management Coordinator

Signature

Print Name

****Signatures are scanned-original signatures on file.***

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NIMS RESOLUTION - PORTSMOUTH

It is hereby resolved by the City of Portsmouth, New Hampshire, that:

WHEREAS Emergency response to critical incidents, whether natural or human-caused, requires integrated professional management and

WHEREAS Unified command of such incidents is recognized as the management model to maximize the public safety response and

WHEREAS The National Incident Management System, herein referred to as NIMS, has been identified by the federal government as being the requisite emergency management system for all political subdivisions and

WHEREAS Failure to adopt NIMS as the requisite emergency management system may preclude reimbursement to the political subdivision for costs expended during and after a declared emergency or disaster and for training and preparation for such disasters or emergencies.

Therefore, it shall be the public policy of this municipality to adopt the NIMS concept of emergency planning and Unified Command. It shall further be the policy of this municipality to train public officials responsible for emergency management.

National Incident Management System (NIMS)

Adopted, this day, the _____ of _____, 2024

City Manager/Emergency Management Director

Signature

Print Name

Emergency Management Coordinator

Signature

Print Name

**Signatures are scanned-original signatures on file.*

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ANNUAL REVIEW YEAR ONE

The City of Portsmouth, NH, shall execute this page annually by the governing body members.

Portsmouth, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the City Council

SIGNATURE: _____

PRINTED NAME: _____
Mayor

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use the reverse side for additional notes 

ANNUAL REVIEW YEAR TWO

The City of Portsmouth, NH, shall execute this page annually by the governing body members.

Portsmouth, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the City Council

SIGNATURE: _____

PRINTED NAME: _____
Mayor

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use the reverse side for additional notes 

ANNUAL REVIEW YEAR THREE

The City of Portsmouth, NH, shall execute this page annually by the governing body members.

Portsmouth, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the City Council

SIGNATURE: _____

PRINTED NAME: _____
Mayor

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use the reverse side for additional notes 

ANNUAL REVIEW YEAR FOUR

The City of Portsmouth, NH, shall execute this page annually by the governing body members.

Portsmouth, NH
Emergency Operations Plan

Date _____

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____

PRINTED NAME: _____
Emergency Management Director

Concurrence of Approval by the City Council

SIGNATURE: _____

PRINTED NAME: _____
Mayor

EOC Alert List Review & Update:

_____ _____
Date *Initials*

Resource Inventory List Review & Update:

_____ _____
Date *Initials*

Please use the reverse side for additional notes



REFERENCE MATERIALS

CITY STATISTICS

Table 2.1, City Statistics				
Year	2020	2010	2000	1990
Portsmouth, NH - Census 2020 Population Data	21,956	20,779	20,822	26,252
Rockingham County - Census 2020 Population Data	314,176	295,223	278,748	246,744
Portsmouth's Growth Rate since 1990	-16.36%			
Elderly Population-% over 65 (2022 ACS 5-Year)	20.2%			
Median Age (2022 ACS 5-Year)	42.1			
Median Household Income (2022 ACS 5-Year)	\$100,169			
Individuals below the poverty level (2022 ACS 5-Year)	6.0%			
Change in Population-Daily Increase (%)	250-270% (shoppers, tourists, transient, etc.)			
Housing Statistics (2022 ACS 5-Year)				
Total Housing Units	11,184			
Occupied Housing Units	10,435			
Vacant Housing Units	749 (25% vacancy rate per the City)			
Regional Coordination				
County	Rockingham			
Tourism Region	Seacoast			
Municipal Services & Government				
City Manager	Yes, appointed			
City Council (9-member)	Yes, elected			
Planning Board	Yes, appointed			
School Board	Yes, elected			
Zoning Board of Adjustment	Yes, appointed			
Conservation Commission	Yes, appointed			
Master Plan	Yes, February 2017			
Emergency Operation Plan (EOP)	2017			
Hazard Mitigation Plan (HMP)	2017			
Zoning Ordinances	Yes, As Amended Through: August 7, 2023			
Subdivision Rules and Regulations	Yes, November 19, 2020			
Site Plan Review Regulations	Yes, November 19, 2020			
Capital Improvement Plan (CIP)	Yes, 2024-2029 (reviewed annually)			
Capital Reserve Funds (CRFs)	Non-traditional			
Building Permits Required	Yes			
City Web Site	Yes, www.cityofportsmouth.com			
Floodplain Ordinance	Yes, part of the Zoning Ordinance			
National Flood Insurance Program (NFIP) Member	Yes, May 17, 1982			

Table 2.1, City Statistics	
<i>Flood Insurance Rate Maps (DFIRMs)</i>	January 29, 2021
<i>Flood Insurance Rate Study (FIS)</i>	January 29, 2021
Percent of Local Assessed Valuation by Property Type-2022 (NH Department of Revenue)	
<i>Residential Buildings</i>	57.8%
<i>Commercial Land & Buildings</i>	39.3%
<i>Other (including Utilities)</i>	2.9%
Emergency Services	
<i>City Emergency Warning System(s)</i>	Genasys (formerly CodeRED/NH ENS) & Smart 911
<i>School Emergency Warning System(s)</i>	Infinite Campus/Parents Square
<i>Emergency Page</i>	Yes
<i>City Social Media</i>	<p>Facebook: City, Fire Department, Police Department, Recreation Department, Schools & Library</p> <p>Instagram: City, Department of Public Works, Library & Park Portsmouth</p> <p>X: City, Department of Public Works, Sewer Department, Fire Department, Human Resources, Park Portsmouth, Planning Department, Police Department, Recreation Department & Schools</p> <p>YouTube: City, Library</p> <p>LinkedIn: Human Resources</p> <p>Next Door: City</p>
<i>Private Social Media</i>	Two private Facebook pages with many followers
<i>ListServ</i>	Yes
<i>Local Newspapers</i>	City Newsletter, Patch & Seacoast Online
<i>Public Access TV</i>	Yes, Channel 22 (Comcast)
<i>Local TV Stations</i>	WMUR Channel 9
<i>Local Radio Stations</i>	WSCA 106.1 FM, WTSN 98.1 FM/1270 AM, WMYF 1380 AM & WHEB 100.3 FM (Portsmouth) & WOKQ 97.5 FM (Dover)
<i>Police Department</i>	Yes, full-time Chief, Deputy Chief, 2 Captains, 6 Lieutenants, 9 Sergeants, 10 Detectives, 22 Auxiliary Officers, 36 Officers, an Animal Control Officer & 24 other staff
<i>Police Dispatch</i>	Emergency Communications Center (ECC)
<i>Police Mutual Aid</i>	Surrounding towns, NH State Police - Troop A & Rockingham County Sheriff's Office
<i>Fire Department</i>	Yes, a full-time Chief, Assistant Chief, Deputy Chief, 2 Fire Prevention Officers, 4 Captains, 8 Lieutenants, 48 firefighters, an Executive Assistant & a part-time secretary
<i>Fire Dispatch</i>	Emergency Communications Center (ECC)
<i>Fire Mutual Aid</i>	Seacoast Chief Fire Officers Mutual Aid District (SCOMAD)
<i>Fire Stations</i>	3
<i>Forest Fire Warden</i>	Yes
<i>Emergency Medical Services (EMS)</i>	Yes, through the Fire Department

Table 2.1, City Statistics	
<i>EMS Dispatch</i>	Emergency Communications Center (ECC)
<i>Emergency Medical Transportation</i>	Portsmouth Fire Department
<i>Hazardous Materials (HazMat) Team</i>	Seacoast Technical Assistance Response Team (START)
<i>Emergency Management Director (EMD)</i>	Yes
<i>Emergency Management Coordinator (EMC)</i>	Yes
<i>Line of Succession (if the EMD is unavailable)</i>	1st...Emergency Management Coordinator
	2nd...Deputy City Manager & Assistant Fire Chief
<i>Public Health Network</i>	Seacoast Public Health Network
<i>Health Department</i>	Yes, full-time Health Officer, Deputy Health Officer & 2 Health Inspectors
<i>Inspection Department</i>	Yes, full-time Chief Building Inspector, 2 Assistant Building Inspectors, an Electrical Inspector, 4 part-time Assistant Electrical Inspectors, 2 Plumbing/Mechanical Inspectors, an Administrative Clerk & an Inspections Clerk
<i>Established Public Information Officer (PIO)</i>	Yes, Communications Department
<i>Primary Hospital</i>	Portsmouth Hospital, Portsmouth (local)
<i>Alternative Hospitals</i>	Exeter Hospital, Exeter (14 miles)
	Wentworth-Douglas Hospital, Dover (15 miles)
<i>Primary EOC</i>	Fire Station #2 (generator)
<i>Secondary EOC</i>	City Hall or DPW Facility (generators)
<i>Primary Shelter</i>	Portsmouth High School (generator)
<i>Secondary Shelter</i>	Senior Activities Center (generator)
<i>Cooling & Warming Shelter</i>	Senior Activities Center (generator) & the Library (no generator)
<i>Household Pet Shelter</i>	Portsmouth High School (generator)
<i>Large Animal & Livestock Shelter</i>	See the Health Department's plan
<i>Local Humane Society & Veterinarians</i>	Portsmouth: VCA Animal Medical Center, Lafayette Animal Hospital, Port City Veterinary Referral Hospital, Pet Vet Portsmouth & Portsmouth Humane Society Other towns: Veterinary Emergency, Critical Care & Referral Center, Greenland Veterinary Hospital, Sagamore Animal Hospital, Emergency Veterinarian New Castle, Great Bay Equine, Stratham SPCA & Pope Memorial Humane Society
Utilities	
<i>City Sewer</i>	Municipal
<i>Department of Public Works (DPW)</i>	Yes, full-time Director, Deputy Director, City Engineer, Parking Director, Operations Manager & 154 equivalent employees
<i>Miles of Class V Roads</i>	104 paved total
<i>Public Works Mutual Aid</i>	Yes
<i>Water Supply</i>	Portsmouth Water Operations
<i>Wastewater Treatment Plant</i>	Yes (2)

Table 2.1, City Statistics	
<i>Electric Supplier</i>	Eversource Energy
<i>Natural Gas Supplier</i>	Unitil
<i>Cellular Telephone Access</i>	Yes
<i>Alternative Energy Projects</i>	Solar: Portsmouth High School & Water Treatment Facility
<i>Pipelines or Gaslines</i>	Yes, Unitil
<i>High-Speed Internet</i>	Yes
<i>Telephone Company</i>	Consolidated Communications
Transportation	
<i>Primary Evacuation Routes</i>	Interstate 95, US Routes 1 & 4, NH Routes 1A, 1B, 16, 33 & Route 1 Bypass
<i>Secondary Evacuation Routes</i>	None
<i>Nearest Interstate</i>	Interstate 95, Exits 3-7 (local access)
<i>Nearest Airstrip</i>	Portsmouth International Airport at Pease, Portsmouth (11,321' asphalt runway)
<i>Nearest Commercial Airport(s)</i>	Portsmouth International Airport at Pease, Portsmouth (local)
	Manchester-Boston Regional Airport, Manchester (48 miles)
	Logan International Airport, Boston, MA (54 miles)
	Portland International Jetport, Portland, ME (49 miles)
<i>Public Transportation</i>	COAST Bus & Wildcat Transit
<i>Railroad</i>	CSX Rail Service (freight)
Education & Childcare	
<i>Elementary Schools</i>	Dondero Elementary School, Little Harbour Elementary School & New Franklin Elementary School (grades K-6)
<i>Middle Schools</i>	Portsmouth Middle School (grades 6-8)
<i>High Schools</i>	Portsmouth High School, Portsmouth Career Technical Center & Robert J. Lister Academy (grades 9-12)
<i>School Administrative Unit (SAU)</i>	SAU 52
<i>Private School(s)</i>	Saint Patrick Academy (grades K-8) & Seacoast Community School (ages 8 weeks to 12 years)
<i>Licensed Child Care Facilities</i>	13 child care facilities with a capacity of 1,203
<i>Colleges/Universities</i>	Great Bay Community College & Paul Mitchell The School
Fire Statistics (NH Division of Forests & Lands, Fire Warden Report, and the City)	
<i>Wildfire Fires (2023)</i>	None
<i>Rockingham County Fire Statistics (2023)</i>	3 fires, 5.1 acres
<i>State Forest Fires Statistics (2023)</i>	99 fires, 64.5 acres
<p><i>Unless otherwise noted, the information in Table 2.1 was derived from the City, the US Census 2020, and the Economic & Labor Market Information Bureau, NH Employment Security, Jun 2024. Community Response Received 7/13/2023; http://www.nh.gov/nhes/elmi/html/profiles/pdfs/portsmouth.pdf</i></p>	

SHELTER RECOMMENDATIONS

A comprehensive shelter plan should include (but not be limited to) such items as:

- Memorandums of Understanding (MOU) between the Shelter and other authorities (i.e., the City)
- Inventories of available resources, i.e., cots, blankets, pillows, food, water, etc.
- Lists of available volunteer and staff members, along with their contact numbers
- Transportation resources that will enable the transport of not only goods and services to the shelter but also to evacuees.
- Disaster welfare and inquiry forms and documents that will enable loved ones to connect.
- Floor plans of the facility
- Pre-determined instructions to evacuees on what to bring to the shelter.
- Pre-determined information on pet sheltering
- Instructions for the use of alternative shelter facilities
- Pre-determined locations for the storage of stockpiles of food, water, and other donations
- Pre-determined plan of action to accommodate the “functional needs” of individuals and those with special dietary needs.
- Basic first aid accommodations and contact numbers for medical and mental health assistance
- Pre-planned agreements with law enforcement for security measures and traffic control at the shelter
- Pre-planned agreements with the Fire Department for fire surveillance
- Systems that can verify and credential volunteers.
- Provisions to ensure proper food inspection, safety, and serving, as well as lists of resources and contacts that will help ensure the proper handling and safety of food.
- Pre-planned registration procedures to document evacuees and staff.
- Identified means of public communication to keep evacuees informed within the shelter.
- A Shelter “Start-up Kit” along with its location and an inventory of kit items such as:
 - *Whiteboard*
 - *Poster paper*
 - *Clipboards*
 - *Flashlights*
 - *Scissors, staplers*
 - *Registration materials (i.e., file cards, Red Cross registration forms)*
 - *Snacks-coffee, tea, cookies (rotate every six months)*
 - *ID badges*
 - *Tape (painter’s tape and duct tape)*
 - *Toiletries (diapers, toilet paper, waterless sanitizer, sanitary napkins, etc.)*
 - *Flip chart*
 - *Whistle*
 - *Magic markers, colored pens, pencils, pens, paper*
 - *Trash bags (plastic)*
 - *Cleaning supplies (all-purpose cleaner)*
 - *Battery-operated radios & batteries*
 - *Gloves*

In addition to providing shelter and mass care services, other items may need to be addressed in the shelter plan. For example, evacuees may need clothing, medical attention, prescription medicines, mental health services, temporary housing, and other support services. The same volunteer organizations operating shelters may provide some of the services.

American Red Cross (ARC) publishes standards for temporary shelters. The following is a basic list of suggested criteria for shelter selection:

- **Condition/location of the shelter**
 - Structurally sound and in a safe condition
 - Not located in an area prone to flooding or where flooding can cut off access to the facility.
 - Not located in a hazardous material risk area

- **General characteristics that a shelter should have.**
 - Adequate sleeping space
 - Sufficient restrooms for the population housed.
 - Adequate climate control system
 - A kitchen/ dining area
 - Shower facilities
 - Telephone service
 - Adequate parking
 - Emergency backup power
 - Handicap accessibility

For health reasons, shelters operated by ARC and most other organized volunteer groups do not allow pets unless these pets are designated service animals. However, several studies have indicated that some people, particularly older people, will not leave their homes if they cannot take their pets. Leaving animals may also place them in harm's way. Despite the danger warnings, pet owners have been known to return to evacuated areas searching for their pets. *ESF #6, Mass Care, Housing & Human Services*, addresses this issue in more detail.

TERRORISM DEFINITIONS

Terrorism involves using or threatening criminal violence against people, institutions, livestock, food sources, or facilities to achieve a political or social objective through fear and intimidation rather than direct confrontation. Unlike a disaster caused by nature or an accident involving hazardous materials, it requires a person or group's deliberate and premeditated action to occur.

WEAPONS OF MASS DESTRUCTION (WMD)

Weapons of Mass Destruction are weapons designed or intended to cause death or serious bodily injury by releasing, disseminating, or impacting toxic or poisonous chemicals, disease organisms, radiation or radioactivity, explosion, or fire. At least two important considerations distinguish these hazards from other types of terrorist tools. First, in the case of chemical, biological, and radioactive agents, their presence may not be immediately apparent, making it difficult to determine when and where they have been released, who has been exposed, and what danger is present for first responders and medical technicians. Second, although there is a sizable body of research on battlefield exposures to WMD agents, there is a limited scientific understanding of how these agents affect civilian populations. Weapons of Mass Destruction are described in law as:

INCENDIARY/EXPLOSIVES

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

COMBINED HAZARDS

WMD agents can be combined to achieve a synergistic effect – greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or toxic exposures may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbates the likelihood of agent contamination. Attacks may be planned and executed to take advantage of the reduced effectiveness of protective measures produced by the employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

BIOLOGICAL

Recognition of a biological hazard can occur through several methods, including the identification of a credible threat, the discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data). When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected or subsequently become infected may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few minutes, depending on the exposure and pathogen. Unlike acute incidents involving explosives or hazardous chemicals, the initial detection and response to a biological attack on civilians are likely to be made by direct patient care providers and the public health community. Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or national economy. The response to agricultural bioterrorism should also be considered during the planning process. Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attacks may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague).

CHEMICAL

Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand an immediate reaction from emergency responders - firefighters, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve releasing a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences.

Early in an investigation, it may not be evident whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or forever. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes. However, they may be more persistent in small, unventilated areas.

NUCLEAR AND RADIOLOGICAL

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

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

- The use of an **improvised nuclear device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the trigger device, uranium or plutonium isotopes can fuel these devices. While “weapons-grade” material increases the efficiency of a given device, materials less than weapons-grade can still be used.
- The use of a **radiological dispersal device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. Any improvised device could be used by placing radiological material nearby.
- Use of a **simple RDD** that spreads radiological material without explosives. Any nuclear material (including medical isotopes or waste) can be used this way.

CYBER-TERRORISM

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

AGRI-TERRORISM

Any terrorist act using biological agents is achieved by poisoning food or water supplies or introducing diseases among livestock. This can involve the use of chemical or biological agents.

OTHER TERRORISM HAZARDS

Although it is not realistically possible to plan for and prevent every conceivable type of terrorist attack, it is anticipated that future terrorism attempts could range from simple, isolated attacks to complex, sophisticated, highly coordinated acts of destruction using multiple agents aimed at one or multiple targets. Therefore, the plans for terrorist incidents must be broad in scope yet flexible enough to deal with the unexpected. These considerations are essential in planning to handle the consequences of attacks using low-tech devices and delivery, assaults on public infrastructure, and cyber-terrorism. In these cases, the training and experience of the responders may be more important than detailed procedures.

Low-Tech Devices and Delivery

In planning for the possibility of terrorist attacks, one must consider the various methods of delivery of explosives. Most explosive and incendiary devices used by terrorists would be expected to fall outside the definition of a WMD. Small explosive devices can be left in packages or bags in public areas for later detonation or attached directly to a suicide bomber for detonation at a time and place when and where the terrorist feels that maximum damage can occur. The relatively small size of these explosive devices and the absence of specific security measures in most areas make these terrorist attacks extremely difficult to prevent. Small explosive devices can also be brought onto planes, trains, ships, or buses in checked bags or hand-carried. Although present airline security measures minimize the possibility of explosives being brought on board airliners, planners will need

to consider the level of security presently employed on ships, trains, and buses within their jurisdictions. Larger quantities of explosive materials can be delivered to their intended target area using car or truck bombs.

Infrastructure Attacks

Potential attacks on elements of the nation's infrastructure require protective considerations. Infrastructure protection will involve proactive risk management actions to prevent the destruction of or incapacitating damage to networks and systems that serve our communities.

Infrastructure protection often focuses more on security, deterrence, and law enforcement than emergency preparedness and response. The State of New Hampshire's departments and agencies must develop contingency plans if critical infrastructures are brought down due to a terrorist incident.

Presidential Decision Directive 63 was issued in May 1998. It established the Critical Infrastructure Assurance Office (CIAO) and outlined steps to protect critical infrastructures from disruptions that could have serious public health and safety, economic, or national security impacts.

ACRONYMS & ABBREVIATIONS

AAR	After Action Report	HSEM	Homeland Security Emergency Management
ACS	Acute Care Site	HSPD.....	Homeland Security Presidential Directive
ARC	American Red Cross	IAP.....	Incident Action Plan
ARES.....	Amateur Radio Emergency Service	IC.....	Incident Commander
BFE.....	Base Flood Elevation	ICC	Incident Command Center
BOCA	Building Officials and Code Administrators	ICS	Incident Command System
CBRNE	Chemical, Biological, Radiological,	JIC	Joint Information Center
CDC	Centers for Disease Control and Prevention	LEOP.....	Local Emergency Operations Plan
CDP	Center for Domestic Preparedness	MAPS	Mapping and Planning Solutions
CERT.....	Community Emergency Response Team	MCI.....	Mass Casualty Incident
CFR	Code of Federal Regulations	MEF.....	Mission Essential Function
CIKR.....	Critical Infrastructure & Key Resources	MOU.....	Memorandum of Understanding
CIP.....	Capital Improvements Program	NAWAS	National Warning System
COG	Continuity of Government	NEF	National Essential Function
COGCON...	Continuity of Government Readiness Conditions	NERF.....	Non-Emergency Response Facility
COOP	Continuity of Operations	NFIP.....	National Flood Insurance Program
CPCC	Continuity Policy Coordination Committee	NGVD	National Geodetic Vertical Datum of 1929
CWPP.....	Community Wildfire Protection Plan	NIMS.....	National Incident Management System
DBHRT	Disaster Behavioral Health Response Team	NOAA	National Oceanic and Atmospheric Association
DEMD.....	Deputy Emergency Management Director	NRP	National Response Plan
DES	Department of Environment Services	NSPD.....	National Security Presidential Directive
DFO	Disaster Field Office	NTAS.....	National Terrorism Advisory System Nuclear and Explosive
DHHS	Department of Health and Human Services	NWS	National Weather Service
DHS	Department of Homeland Security	PA.....	Public Assistance
DMCR	Disaster Management Central Resource	PDA	Preliminary Damage Assessment
DBEA.....	Department of Business & Economic Affairs	PDD.....	Presidential Decision Directive
DNCR	Department of Natural & Cultural Resources	PIO	Public Information Officer
DOD.....	Department of Defense	PMEF.....	Primary Mission Essential Function
DOE.....	Department of Energy	POD.....	Point of Distribution
DOJ	Department of Justice	PPE	Personal Protective Equipment
DOT	Department of Transportation	PR	Potential Resources
DPW	Department of Public Works	PSA	Public Service Announcement
DRC.....	Disaster Recovery Center	RERP.....	Radiological Emergency Response Plan
EAS	Emergency Alert System	RNAT.....	Rapid Needs Assessment Team
EMC.....	Emergency Management Coordinator	SERT	State Emergency Response Team
EMD.....	Emergency Management Director	SITREP.....	Situation Report (Also SitRep)
EMS.....	Emergency Medical Services	SNS	Strategic National Stockpile
EO	Executive Order	SOG.....	Standard Operating Guidelines
EOC.....	Emergency Operations Center	SOP.....	Standard Operating Procedures
EPA	U.S. Environmental Protection Agency	SPNHF	Society for the Protection of NH Forests
EPZ.....	Emergency Planning Zone	UC	Unified Command
ERF	Emergency Response Facility	USDA-FS.....	US Department of Agriculture – Forest Service
ERG.....	Emergency Relocation Group	USGS	United States Geological Society
ESF.....	Emergency Support Functions	VOAD	Volunteer Organization Active in Disasters
FEMA.....	Federal Emergency Management Agency	WMD.....	Weapon(s) of Mass Destruction
FIRM.....	Flood Insurance Rate Map	WMNF	White Mountain National Forest
FPP.....	Facilities & Populations to Protect	WUI	Wildland Urban Interface
GIS	Geographic Information System		
HazMat	Hazardous Material(s)		
HFRA.....	Healthy Forest Restoration Act		
HMGP.....	Hazard Mitigation Grant Program		
HSAS.....	Homeland Security Advisory System		

DEFINITIONS

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

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

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

Citizen Emergency Response Team (CERT) – A group of citizen volunteers who offer assistance during disasters or major emergencies.

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

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

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

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

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

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

Crisis Management – This is the law enforcement aspect of an incident that involves measures to identify, acquire, and plan the resources needed to anticipate, prevent, and resolve a threat of terrorism.

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

Damage Assessment (DA) – The conduct of on-the-scene surveys following any disaster to determine the amount of loss or damage caused by the incident. The extent of damage is assessed in disasters such as flash floods, tornados, winter storms, hurricanes, nuclear power incidents, and chemical explosions.

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

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

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

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

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

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

Disaster Welfare Inquiry (DWI) System – A system set up to collect, receive, and report information about the status of victims and assist families with reunification.

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

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

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

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

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

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

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

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

Emergency Support Function (ESF) – A functional area of response activity established to facilitate the delivery of local, state, or federal assistance required during the immediate response phase to save lives, protect property and public health, and maintain public safety. Numerous ESFs provide various essential services/functions during emergencies/disasters, supporting local response operations. Each ESFs should identify those areas of responsibility within their portion of the local EOP. The ESFs should identify the services/functions provided (e.g., traffic control, disaster relief services) and the department/agency responsible for providing those services/functions and the primary tasks/activities associated with the particular service/function.

Federal Coordinating Officer (FCO) – The senior federal official appointed per P.L. 93-288 coordinates the overall federal response and recovery activities.

Federal Response Plan (FRP) – The FRP establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC] et seq.).

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

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

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

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

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

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

Lead Agency – The Lead Agency is an agency, organization, or group designated as an ESF Lead Agency that serves as the executive agent under the local EOP to accomplish the assigned ESF mission. Such a designation is based on that agency that functions daily or by the direction of a statutory mandate and regulatory requirements. Certain ESFs may have more than one agency designated, in which cases they would be identified as “Co-Lead” agencies.

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

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

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

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

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

National Flood Insurance Program (NFIP) – The National Flood Insurance Program is a federal program that provides flood insurance coverage in those communities that enact and enforce floodplain management regulations.

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

National Oceanic and Atmospheric Administration (NOAA) – A federal agency within the U.S. Department of Commerce deals in ocean survey/exploration and atmospheric studies in coastal storms and lower atmospheric disturbances. Emergency management relies heavily on the Coastal Hazard Office of NOAA for storm surge modeling.

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

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

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

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

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

New Hampshire Emergency Operations Plan (State EOP) – The State plan covers natural and human-caused emergencies and disasters that threaten the State.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic National Stockpile (SNS) – The United States national repository of antibiotics, vaccines, chemical antidotes, antitoxins, and other critical medical equipment and supplies.

Support Agency – An agency, organization, or group that provides an essential function or service critical to the ESF.

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

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

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

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

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

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

AUTHORITY OF EMERGENCY RESPONSE AGENCIES

Position/Agency	Authorities	Authority
Governor	* Delegation of Authority to HSEM Director	RSA 21 P-37
	* Declaration of state of emergency	
	* Ordering Evacuation	
	* Ordering other Protective Actions	
Department of Agriculture	* Regulation of Food Handling, Preparation, Storage, & Distribution	RSA 426
	* Environmental Sampling	RSA 107
Department of Education	* Assist in Coordination of Emergency Response Activities of School Districts	RSA 21
Department of Employment Security	* Actions & Provisions as Specified in the Disaster Relief Act of 1974	RSA 108
Department of Environmental Services	* Control of Public Water Supplies	RSA 149
	* Environmental Sampling	
Department of Health & Human Services: Division of Community & Public Health Services	* Radiological Waste Disposal	RSA 125
	* Transportation of Patients and Use of Vehicles as Ambulances	RSA 151
	* Response Expenses	RSA 161
	* Reciprocal Agreements	
Division of Human Services	* Emergency Social Services	RSA 161
	* Referral services for Evacuees	RSA 126
	* Emergency Shelter	
Department of Natural & Cultural Resources (DNCR)	* Access & Traffic Control in State Parks & Forests	RSA 218 RSA 12
Department of Safety Division of Fire Safety & Emergency Management	* Direction of Emergency Response Organization	RSA 21
	* Control of Emergency Communications	
	* Request Federal and Regional Assistance	
	* Actions & Provisions of the Disaster Relief Act of 1974	RSA 108
	* NH Radiological Emergency Response Plan	RSA 21/125
Pupil Transportation	* Direct Resources of Bus Services	RSA 265
State Police	* Access Control	RSA 106
	* Support to Local Police	
	* Support to Traffic Control	
	* Crime Prevention & Control	
	* Request for Regional Law Enforcement Assistance	NESPAC
Emergency Management	* Local Organization for Emergency Management	RSA 21-P:39
	* Immunity and Exemption	RSA 21-P:41

PORTSMOUTH, NH EMERGENCY OPERATIONS PLAN - 2024

Position/Agency	Authorities	Authority
Department of Transportation	★ Utilize Traffic Control Devices	RSA 228
	★ Clearing Roads of Vehicles, Debris, and Snow	
	★ Installing Evacuation Route Signs	
Fish & Game Department	★ Support DPHS Special Environmental Sampling & Monitoring of Shellfish	RSA 206
	★ Access & Traffic Control in Remote Areas	RSA 211
	★ Notification & Evacuation of Individuals in Outdoor Recreational Areas	RSA 208
NH National Guard	★ Mobilization of Reserves for Protracted Emergency Period General Support	RSA 110
Fire Department	★ NH Statutes and Codes; Chapter 154, Firewards, Firefighters and Fire Hazards ★ Authority of Fire Officer in Charge; RSA154:7	Chapter 154 RSA 154:1 to 154:34
Police Department	★NH Statutes and Codes; Title VII, Chapter 105 A – Police Officers and Watchmen	Chapter 105 A
Public Utilities Commission	★ Consider Implementation of Emergency Regulations	RSA 107: B
	★ Provide State Emergency Response Organization additional Nuclear Facility Onsite Information	
	★ Monitor Performance of Utilities Emergency Response	
Civil Air Patrol	★ Transportation of Passengers & Equipment	LOA
	★ Aerial Reconnaissance of Surface Traffic	
	★ Air & Ground Search and Rescue	
	★ Airborne Damage Assessment	
	★ Aerial Radiological Monitoring	
	★ Radio Communication Support	
	★ Courier & Message Service	
U.S. Coast Guard	★ Controlling Access to EPZ by Sea	Title 33, CFR Parts 165.20 & 160.111
	★ Marine Emergency Notification to Commercial & Pleasure Craft	
Federal Agencies	★ Authorities of Public Law 93-288, as amended, <i>the Robert T. Stafford Disaster Relief & Emergency Assistance Act</i>	PL 93-288
*RSA = (New Hampshire Revised Statutes Annotated) of the State Emergency Management Act		

EMERGENCY MANAGEMENT STATUTES – CHAPTER 21P

Selected sections pertaining to Local Emergency Management

21-P: 34 Purposes

The emergency management powers are conferred upon the governor and upon other executive heads of governing bodies of the State; the creation of local organizations for emergency management in the political subdivisions of the State is authorized.

21-P: 35 Definitions

"Emergency management" means the preparation for and the carrying out of all emergency functions resulting from the occurrence or threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or human-caused cause, including but not limited to fire, flood, earthquake, windstorm, wave actions, technological incidents, oil or chemical spill, or water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, drought, infestation, explosion, or riot.

"Local organization for emergency management" means an organization created in accordance with the provisions of this subdivision by state, county, or local authority to perform local emergency management functions.

"State of Emergency" means that condition, situation, or set of circumstances deemed to be so extremely hazardous or dangerous to life or property that it is necessary and essential to invoke, require, or utilize extraordinary measures, actions, and procedures to lessen or mitigate possible harm.

21-P: 39 Local Organization for Emergency Management.

- I. Each political subdivision of the State shall establish a local organization for emergency management in accordance with the State emergency management plan and program. Each local organization for emergency management shall have a local director who shall be appointed and removed by the county commissioners of a county, the city council of a city, or Select Board of a town and who shall have direct responsibility for the organization, administration and operation of such local organization for emergency management, subject to the direction and control of such appointing officials. Each local organization shall have jurisdiction only within its respective political subdivision and the director appointed by that political subdivision shall be responsible to his or her appointing authority. The appointing authority may appoint one of its own members or any other citizen or official to act as local director and shall notify the State director in writing of such appointment. If a local director is removed, the State Director shall be notified immediately. Each local organization for emergency management shall perform emergency management functions within the territorial limits of the political subdivision within which it is organized.
- II. Until a local director has been appointed, the chief elected official shall be directly responsible for the organization, administration and operation of such local organization for emergency management.
- III. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P:35, V occurs may enter into contracts and incur obligations necessary to combat such disaster, protecting the health and safety of persons and property and providing emergency assistance to the victims of such disaster. Each political subdivision may exercise the powers vested under this section in the light of the exigencies of the extreme emergency situation without regard to time-consuming procedures and formalities prescribed by law, excepting mandatory constitutional requirements pertaining to the performance of public work, entering into contracts, the incurring of obligations, the employment of temporary workers, the rental of equipment, the purchase of supplies and materials and the appropriation and expenditure of public funds.

- IV. In carrying out the provisions of this subdivision, each political subdivision in which any disaster as described in RSA 21-P:35, V occurs may meet at any place within or without the territorial limits of such political subdivision and shall proceed to establish and designate by ordinance, resolution, or other manner, alternate or substitute sites or places as the emergency temporary location or locations of such government where all or any part of the public business may be transacted and conducted during the emergency situation. Such sites or places may be within or without the territorial limits of such political subdivision but shall be within this State.

21-P: 40 Mutual Aid Arrangements

The local director of each local organization for emergency management may, with the approval of the commissioner and in collaboration with other public and private agencies within this State, develop or cause to be developed mutual aid arrangements for reciprocal emergency management aid and assistance in case of disaster too great to be dealt with unassisted. Such arrangements shall be consistent with the State emergency management plan and program and in time of emergency it shall be the duty of each local organization for emergency management to render assistance in accordance with the provisions of such mutual aid arrangements. Parties shall be entitled to the same immunities and exemptions as provided in RSA 21-P:41.

21-P: 41 Immunity and Exemption

- I. All functions under this subdivision and all other activities relating to emergency management are hereby declared to be governmental functions. Neither the State nor any of its political subdivisions nor any agency of the State or political subdivision, nor any private corporations, organizations, or agencies, nor any emergency management worker complying with or reasonably attempting to comply with this subdivision, or any order or rule adopted or regulation promulgated pursuant to the provisions of this subdivision, or pursuant to any ordinance relating to precautionary measures enacted by any political subdivision of the State, shall be liable for the death of or injury to persons, or for damage to property, as a result of any such activity. The provisions of this section shall not affect the right of any person to receive benefits to which he or she would otherwise be entitled under this subdivision, under the workers' compensation law, or under any retirement law, nor the right of any such person to receive any benefits or compensation under any act of Congress.
- II. Any requirement for a license to practice any professional, mechanical, or other skill shall not apply to any authorized emergency management worker who shall, in the course of performing his or her duties as such, practice such professional, mechanical, or other skill during an emergency.
- III. As used in this section the term "emergency management worker" includes any full or part-time paid, volunteer, or auxiliary employee of this State, other states, territories, possessions, the District of Columbia, the federal government, any neighboring country, or of any political subdivision of such entities, or of any corporation, agency or organization, public or private, performing emergency management services at any place in this State subject to the order or control of, or pursuant to a request of, the State government or any of its political subdivisions.
- IV. Dentists licensed in this State, nurses registered in this State, student nurses undergoing training at a licensed hospital in this State, or emergency medical care providers licensed under RSA 153-A, during any emergency shall be regarded as authorized emergency management workers and while so engaged may practice, in addition to the authority granted them by other statutes, administration of anesthetics; minor surgery; intravenous, subcutaneous and intramuscular procedures; and oral and topical medication under the general but not necessarily direct supervision of a member of the medical staff of a legally incorporated and licensed hospital of this State and to assist such staff members in other medical and surgical procedures.

- V. Any emergency management worker, performing emergency management services at any place in this State pursuant to agreements, compacts or arrangements for mutual aid and assistance, to which the State or one of its political subdivisions is a party, shall possess the same powers, duties, immunities and privileges the worker would ordinarily possess if performing his or her duties in the State or political subdivision in which normally employed or rendering services.
- VI. Any emergency management worker shall:
- (a) If the worker is an employee of the State, has the powers, duties, rights and privileges, and receives compensation incidental to his or her employment.
 - (b) If the worker is an employee of a political subdivision of the State, whether serving within or without such political subdivision, have the powers, duties, rights, privileges and immunities and receive the compensation incidental to his or her employment.
 - (c) If the worker is not an employee of the State or one of its political subdivisions, be entitled to the same rights as to compensation for injuries as are provided by law for the employees of this State. The emergency management personnel shall, while on duty, be subject to the operational control of the authority in charge of emergency management activities in the area in which they are serving and shall be reimbursed for all actual travel and subsistence expenses incurred under orders issued by the director.

Section 21-P: 42 Private Liability

Any person owning or controlling real estate or other premises or private property who grants a license or privilege or otherwise permits the designation or use of the whole or any part or parts of such real estate or premises or private property for the purpose of compliance or attempting to comply with this subdivision during an actual or impending emergency or practice exercise, together with his or her successors in interest, if any, shall not be civilly liable for negligently causing the death of or injury to, any person on or about such real estate or premises or private property or loss of, or damage to, the property of such person.

Section 21-P: 43 Appropriations and Authority to Accept Services, Gifts, Grants, and Loans

Each political subdivision may make appropriations in the manner provided by law for making appropriations for the ordinary expenses of such political subdivision for the payment of expenses of its local organization for emergency management. Whenever the federal government or any federal agency or officer offers to the State, or through the State to any of its political subdivisions, services, equipment, supplies, materials, or funds by way of gift, grant, or loan for purposes of emergency management the State, acting through the governor, commissioner, or such political subdivision, acting with the consent of the governor and through its executive officer, city council, or Select Board, may accept such offer, subject to the terms of the offer and the rules and regulations, if any, of the agency making the offer. Whenever any person, firm or corporation offers to the State or to any of its political subdivisions services, equipment, supplies, materials, or funds by way of gift, grant, or loan for purposes of emergency management the State, acting through the governor, or such political subdivision, acting through its executive officer, city council, or Select Board, may accept such offer, subject to its terms.

Section 21-P: 44 Utilization of Existing Services and Facilities

In carrying out the provisions of this subdivision, the governor, executive heads of state agencies and local executive officers of the political subdivisions of the State shall utilize the services, equipment, supplies and facilities of existing departments, offices and agencies of the State and its political subdivisions to the maximum extent practicable and the officers and personnel of all such departments, offices and agencies are directed to cooperate with and extend such services and facilities to the governor and to the emergency management organizations of the State upon request.

Section 21-P: 45 Enforcement

It shall be the duty of every organization for emergency management established under this subdivision and of the officers of such organization to execute and enforce such orders, rules and regulations as may be made by the governor under authority of this subdivision or RSA 4:45.

Section 21-P: 46 New Hampshire Emergency Response and Recovery Fund

There is hereby established a New Hampshire emergency response and recovery fund. The fund shall provide a source for the matching funds required as a commitment to secure Federal Emergency Management Agency relief assistance grants for costs incurred in disasters declared by the President of the United States. The fund shall be non-lapsing and continually appropriated to the department of safety.

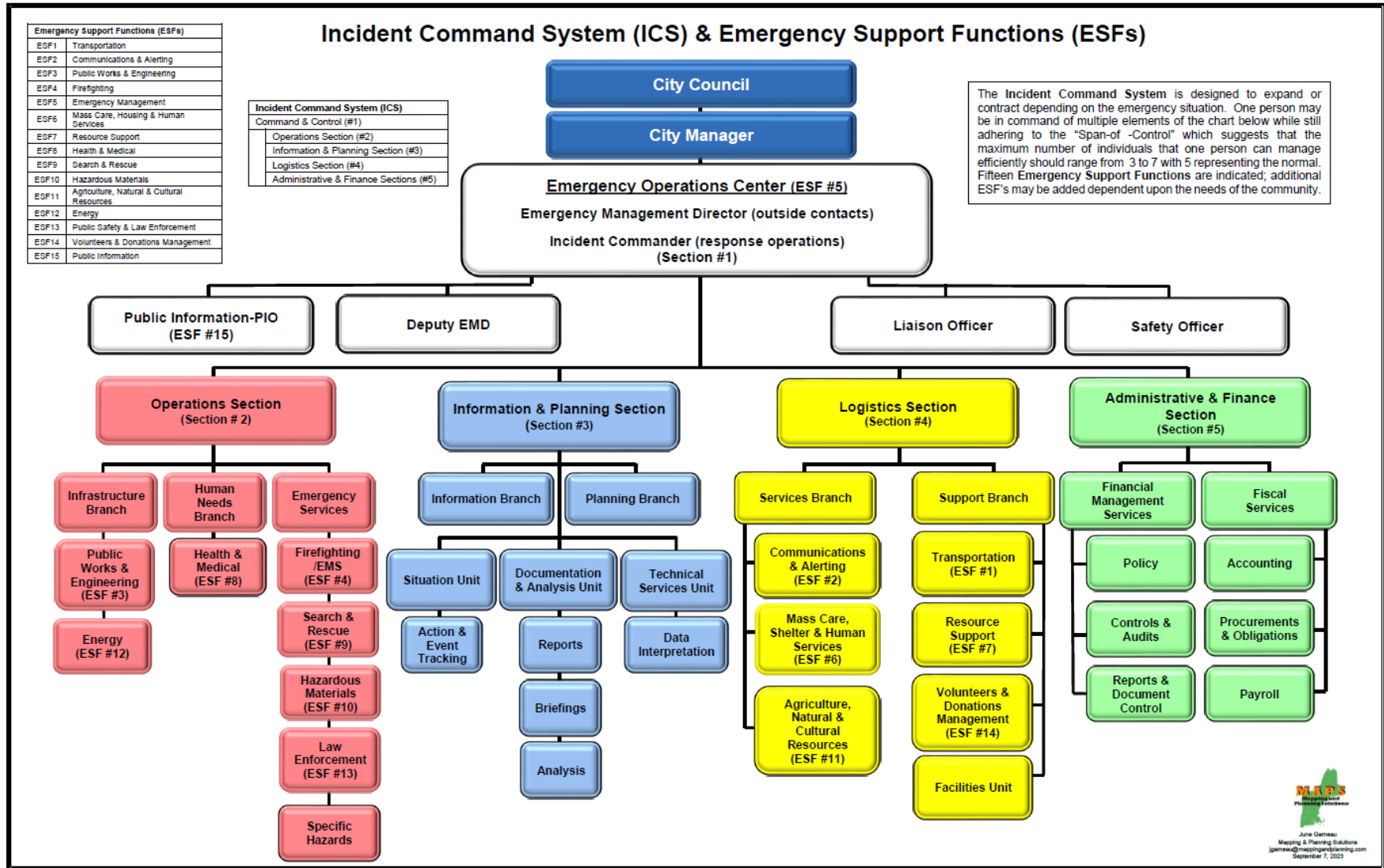
Section 21-P: 47 Penalty

If any person violates or attempts to violate any order, rule, or regulation made pursuant to this subdivision, such person shall be guilty of a misdemeanor.

Sections of the Emergency Management Statutes, Section 21 P that were omitted from this Plan include:

- **21-P:36 Division of Homeland Security and Emergency Management**
- **21-P:36-a Assistant Director of the Division of Homeland Security and Emergency Management; Retirement System** [Repealed 2012, 226:4, III, eff. June 16, 2012.]
- **21-P:37 Emergency Management Powers Conferred**
- **21-P:37-a State Policy for Service Animals**
- **21-P:37-b Agreement Resulting From Disaster Declaration**
- **21-P:38 Emergency Management Powers and Duties Regarding Communications Systems**
- **21-P:48 Advisory Council on Emergency Preparedness and Security**

INCIDENT COMMAND SYSTEM (ICS) CHART



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CHAPTER 8 – FORMS

Table of Contents

<i>DAILY SHELTER REPORT</i>	219
<i>RECEIPT OF DONATED GOODS & CASH</i>	221
<i>VOLUNTEER REGISTRATION FORM</i>	223
<i>FUNCTIONAL NEEDS FORM</i>	225

For ICS forms, go to the National Incident Management System (NIMS) Incident Command System Forms Booklet, which contains a complete collection of reproducible ICS forms:
http://www.fema.gov/media-library-data/20130726-1922-25045-7047/ics_forms_12_7_10.pdf

For ICS Forms in word-fillable format, go to:
<http://training.fema.gov/EMIWeb/is/ICSResource/icsforms.htm>

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DAILY SHELTER REPORT

DAILY SHELTER REPORT

City of Portsmouth

Shelter Location: _____ Date of Report: _____

Current Status:

Anticipated Needs:

Number of persons sheltered: Today: _____ To Date: _____

Number of meals served: Today: _____ To Date: _____

Problems/ Concerns:

Plan:

Person Completing Report: _____ Date: _____

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VOLUNTEER REGISTRATION FORM

**VOLUNTEER REGISTRATION
EMERGENCY OPERATIONS PROGRAM**

City of Portsmouth

Name: _____ Date: _____

Address: _____ Contact Number: _____

PLEASE CHECK ANY OF THE FOLLOWING IN WHICH YOU HAVE EXPERTISE AND TRAINING.

- ____ First Aid (current card: Yes___ No___)
- ____ CPR (current card: Yes___ No___)
- ____ Triage
- ____ Construction
- ____ Search & Rescue
- ____ Law Enforcement
- ____ Multi-Lingual (Languages: _____)
- ____ Food Preparation
- ____ Bus/Truck Driver
- ____ Commercial Driver's License
- ____ Ham Radio Operator

- ____ Structural Engineer
- ____ Shelter Management
- ____ Waste Disposal
- ____ Recreational Leader
- ____ Physician
- ____ Nurse
- ____ Mental Health Worker
- ____ Other _____
- ____ Other _____
- ____ Other _____
- ____ Other _____

Do you have equipment or access to equipment or materials that could be used in an emergency?
Yes: ____ No: ____

Please list the equipment and materials

Special Interests

Availability

Signature of Volunteer: _____ Date: _____

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FUNCTIONAL NEEDS FORM
City of Portsmouth

Do you require assistance in an emergency? Filling out this form could provide emergency responders with valuable information that can help them better assist you at the time of an emergency.

Please fill out and return this form to _____ as soon as possible. If someone you know requires assistance during an emergency, please urge them to complete and return this form. This form should be filled out each year to keep our records current.

*This information is being requested on a volunteer basis and is for informational purposes for city officials and emergency responders if needed. This information will be kept confidential and is for local official use only. Submitting this form **does not guarantee** services based on specific needs but may be helpful during an emergency. The person submitting this form is responsible for updating this information.*

<p>Yes/I am the person who will need assistance during an emergency:</p> <p>Name: _____</p> <p>Address: _____</p> <p>City/State/Zip: _____</p> <p>Phone (Home): _____</p> <p>Phone (Cell): _____</p> <p>Email: _____</p>	<p>Relative/person we can notify to assist you in an emergency:</p> <p>Name: _____</p> <p>Address: _____</p> <p>City/State/Zip: _____</p> <p>Phone (Home): _____</p> <p>Phone (Cell): _____</p> <p>Phone (Work): _____</p>
---	---

Please mark an "X" in EACH box that applies to your needs:

Mobility & Transportation Issues

- I have significant mobility issues
- I must use a wheelchair to get around.
- I must use a walker/cane to get around.
- I will need special assistance to evacuate my home as I am a person of size.
- I will need wheelchair-accessible transportation to evacuate successfully.
- I will need an ambulance to evacuate successfully.

Medical Issues

- I require the use of oxygen.
- I have hearing difficulties; my TTY number is _____.
- I have special dietary needs.

Other

- I do not speak English.
- I have a service animal; he/she is a _____ and weighs _____ pounds.

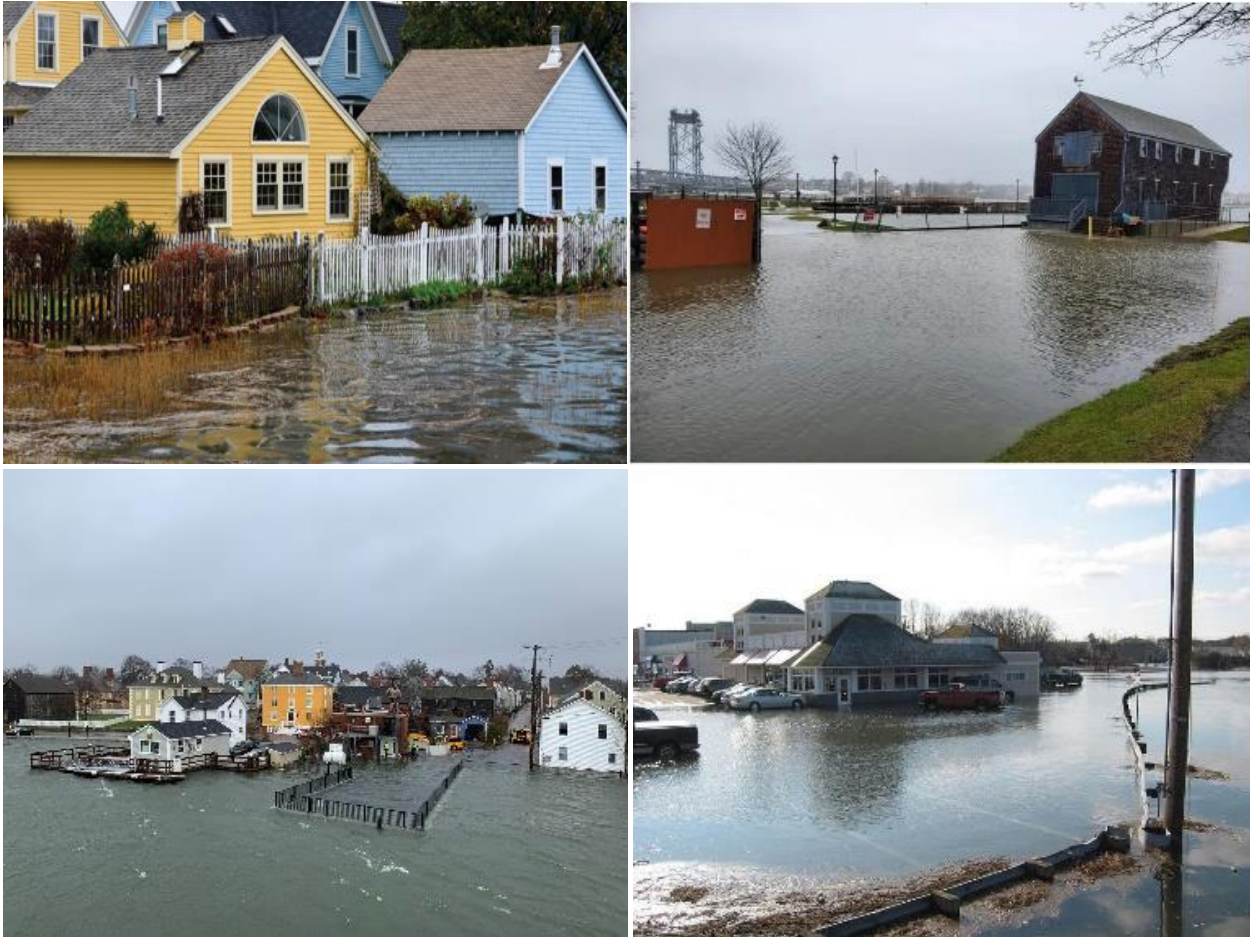
Signature of person needing assistance _____ Date _____

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The City of Portsmouth

Chief William McQuillen
Fire Chief & EMC
City of Portsmouth
170 Court Street
Portsmouth, NH 03801
(603) 610-7340
wjmcquillen@cityofportsmouth.com



Flooding in Portsmouth

Photo Credits:

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Bottom left – <https://www.cityofportsmouth.com/planportsmouth/portsmouths-climate-future>

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Mapping and Planning Solutions

June Garneau
Owner/Planner
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Twin Mountain, NH 03595
jgarneau@mappingandplanning.com
(603) 991-9664 cell

ADMINISTRATIVE DOCUMENTS

RECORD OF REVISIONS & CHANGES

Portsmouth Emergency Operations Plan (15 ESF format):	2017
Portsmouth, NH Emergency Operations Plan (This Plan; 18 ESF Format):	2024

SIGNATORIES TO THE PORTSMOUTH EMERGENCY OPERATIONS PLAN

Name	Position	Signature
The signatures below indicate the signee has read the Portsmouth, NH Emergency Operations Plan 2024 and understands their responsibilities as outlined in the Plan.		
William McQuillen	Fire Chief & EMC	
Mark Newport	Police Chief	
Peter Rice	Director of Public Works	
Kim McNamara	Health Officer	
Shari Wolph	Chief Building Inspector	
Karen Conard	City Manager & EMD	
Deaglan McEachern	City Mayor	
Joanna Kelley	City Assistant Mayor	
John Tabor	City Councilor	
Kate Cook	City Councilor	
Josh Denton	City Councilor	
Rich Blalock	City Councilor	
Andrew Bagley	City Councilor	
Beth Moreau	City Councilor	
Vincent Lombardi	City Councilor	

****Signatures are scanned-original signatures on file.***

Cover Page

RFP #58-24 South Meeting House Reuse

Organization:

Schleyer Foundation

Corporate Status: 501(c)3 nonprofit organization; EIN: 05-6132358

Address: PO Box 222, Rye Beach, NH 03871

Business Phone: 603-502-5987

Contact Information

Dave Schleyer, Schleyer Foundation, Trustee

Email: dschleyer@chinburg.com

Phone 603-502-5987

Table of Contents

Letter of Interest

Introduction and narrative by the Schleyer Foundation.....1

Team Organization and Qualifications

Chinburg Builders Letter of Introduction by Eric Chinburg3

Chinburg Builders Qualifications4

ARCove Architects Introduction and Qualifications18

Portsmouth Music and Arts Center, Inc. Introduction and Qualifications21

To the City of Portsmouth,

We respectfully submit this Letter of Interest in response to the invitation for a proposal for the reuse of the South Meeting House in Portsmouth, NH.

The Schleyer Foundation was formed in 2002 with Bill and Mary Schleyer as its initial trustees. The foundation was amended in 2022 to allow for the appointment of the Schleyer's sons Will, Edward and David as trustees. The initial focus of the Foundation was to support area not-for-profits, provide scholarships to students at private secondary schools and universities and to relieve the debt burdens of recent medical school graduates who committed to practice in underserved urban areas.

In recent years, while maintaining its original focus, the Schleyer Foundation has expanded its mission to preserve our local history while strengthening the vibrancy of our communities through historic renovations that benefit the non-profit sector.

An example of this commitment can be found at Portsmouth's Carey Cottage. The Schleyer Foundation funded the complete renovation of the structure into the home of GoodWork, a not for profit incubator (which was also founded by the Foundation), as well as additional not-for-profit offices and apartments leased at below market rates. GoodWork is the primary tenant of the building and retains all rents received for operational use. The Schleyer Foundation retains the long-term lease with the landowner, The Society for the Protection of New Hampshire Forests. We feel uniquely suited to execute the City's vision for South Meeting House given our experience with establishing long-term lease agreements that allowed for this historic building to be saved and restored for modern use.

For Carey Cottage, the Foundation teamed with Chinburg Builders and ARCOve Architects, whose principals are Eric Chinburg and Tracy Kozak, respectively. The Schleyer Foundation and this core team are eager to find new opportunities to execute the refurbishing of historic buildings.

We will partner again with Chinburg and ARCOve as we believe that the South Meeting House is a perfect match for the Foundation's priorities and our teams' credentials. Through this partnership, we will be able to preserve this building and its history, while restoring the structure to like-new condition and up to the standards for modern use. The property will once again be a vibrant space for arts and culture that honors the historic nature of the neighborhood.

We are fully aware of the scope and cost of renovating the South Meeting House and we are committed to providing the funding to do so. In addition, the Foundation understands the long-term maintenance needs of the structure in order to keep the South Meeting House in like-new condition and is committed to funding such activity.

The Foundation was already excited about the South Meeting House renovation prospect; and we are even more energized about the prospect of teaming with Portsmouth Music and Arts Center, Inc (PMAC) as the long-term occupant of South Meeting House. The renovation of South Meeting House and partnership with PMAC will allow the organization to develop new learning opportunities for the children of Portsmouth and surrounding communities. All of the Trustees of our foundation have vivid and fond memories of attending programs at the South Meeting House when it operated as the Children Museum. In a vital effort to expand the arts and cultural initiatives of Portsmouth, we believe that the best and highest use of the structure is to develop it into a place where children can learn and grow. We also believe that Russ and Katie Grazier, co-founders of PMAC, are the perfect choices to make this a reality.

We respectfully request your consideration of this proposal and the attached project and team qualification list. I welcome any questions and can be reached at (603) 502-5987.

David Schleyer

A handwritten signature in black ink, appearing to read 'DS', with a long horizontal flourish extending to the right.

Schleyer Foundation, Trustee
(603) 502-5987



July 17, 2024

To the City of Portsmouth,

I am excited and honored to partner with the Schleyer Foundation as part of the project team responding to the invitation to submit a proposal for the South Meeting House. Working with the Schleyer Foundation to save and restore Carey Cottage is one of my greatest career highlights.

I toured the South Meeting House property with Bill and David Schleyer, and am confident that we can work together to meet the needs of the City and the vision of the Foundation to successfully restore the building to meet the needs of current and future use.

During our tour, Bill, David and I discussed a generous allocation of \$300/\$400 per square foot to improve the condition of the systems and the building. The Schleyer Foundation is committed to spending the necessary amount to meet the original assessment of what would be required to make it ready for occupancy of Portsmouth Music and Arts Center, Inc. With an anticipated renovation cost of over \$2 million, the Schleyer Foundation is uniquely suited to make this investment into this property.

Chinburg Builders welcomes the opportunity to continue our successful collaboration with the Schleyer Foundation to transform this important historic building for the benefit of the general public and the non-profit community.

Sincerely,

A handwritten signature in blue ink that reads "Eric J. Chinburg". The signature is written in a cursive style.

Eric J. Chinburg
Chinburg Builders, Inc.



Qualifications & Portfolio Highlights

About Chinburg

Chinburg is a talented and professional team, dedicated to transforming the landscape for the better, by creating unique places for people to live, work and play. This company vision was adopted by our leadership team in 2018, and is informed by building thousands of homes and completing dozens of mixed-use and urban infill projects over the past 35 years.

Our portfolio of services includes adaptive re-use, extensive historic renovation and restoration, new construction, general contracting, construction management, commercial and residential rentals, and property management. Our experienced staff taps into a wealth of knowledge and resources to take any project from concept to reality. We are particularly proud of our track record of working cooperatively with municipalities to meet community needs, and of bringing complex projects to successful completion.

We are committed to green building practices and have been the region's largest builder of homes built to Energy Star standards, starting in 2002. When the EPA rules expanded to award Energy Star ratings for multi-unit buildings, we began to observe those standards for our multi-unit, new construction projects as well. Chinburg has been chosen for the coveted national Energy Star Partner of the Year Awards for 7 years, earning the Sustained Excellence Award among a very select group of builders nationwide, and the only in New England.



Eric Chinburg

Owner and President



Eric Chinburg founded Chinburg Builders in 1987. A NH native, Eric graduated with a Civil Engineering degree from UNH. The company was founded with a keen eye for design and an interest in innovative building, development and land management. Chinburg has attracted many of the best professionals in the region, and has become a highly trusted name in new construction, adaptive reuse and property management industries in New Hampshire, Maine and Massachusetts.

Eric and the Chinburg team have particular expertise in creating private and public partnerships. The long-term relationships with communities, vendors and subcontractors helps to get each job done as efficiently as possible.

Over Chinburg's 35 years of company growth, our catalog of successful projects has grown along with the expertise our team offers. A particular area of expertise is historic renovation and adaptive reuse, and we are able to preserve the history while transforming buildings for modern use.

Chinburg has received several awards for thoughtful design and construction, particularly for urban infill and mixed-use developments.

Proposed Project Team

Geoff Spitzer

VP, Commercial Design & Development



SUMMARY

Geoff Spitzer is the Vice President of Design & Development at Mills and Commercial (MillComm) and has been with Chinburg since 1999. He provides leadership and coordination for both in-house and external design teams as well as overseeing Early Development activities, including evaluations of potential sites such as historic mill buildings and urban infill areas. In addition, he plays a crucial role in working with the Commercial Development and Asset Management Team to manage projects throughout their lifecycle. Geoff also leads the Commercial Preconstruction Team, offering strategic planning and risk assessment. His commitment to innovation and learning new technologies continues to influence his professional approach and achievements.

MAJOR PROJECTS

- Carey Cottage, Portsmouth, NH
- The Continental Mill, Lewiston, ME
- The Lincoln Lofts & Hotel, Biddeford, ME
- The Stevens Mill, Franklin, NH
- Frank Jones Brew Yard, Portsmouth, NH
- Newmarket Mills, Newmarket, NH
- 233 Vaughan St, Portsmouth, NH
- Ellis Factory, Haverhill, MA
- Music Hall Members Club & Lounge, Portsmouth, NH

FORMER EMPLOYMENT

- Restoration Consulting**
Owner
May 1997 - May 1999
- Adams & Roy, LLC**
Carpenter
May 1987 - May 1997

PROJECT EXPERIENCE

- Adaptive Reuse
- Historic Preservation
- Design-Build
- Energy Efficient, Sustainable Construction
- Multifamily Apartments & Condominiums
- Early Development & Construction Feasibility

Rob Nunez

Chief Construction Officer



SUMMARY

Rob is the Chief Construction Officer at Chinburg. Having joined the team in January 2020, he manages all mill, commercial, and single-family development along with a staff of 50+ employees. With over 25 years of extensive experience in construction management and general contracting, Rob held executive-level roles at two of the nation's largest general contractors before his role at Chinburg. His areas of expertise include multi-unit apartment buildings, commercial office buildings, restaurants, hospitality, education, infrastructure, industrial, senior living, and healthcare. Rob's skills encompass overseeing both private and public projects with complex facilities involving multiple disciplines, divisions, operators, and agencies.

MAJOR PROJECTS

Lincoln Mill & Hotel, Biddeford, ME
Stevens Mill, Franklin, NH
Joint Force HQ, Hanscom, AFB, MA
Brewery 145, Portsmouth, NH
The Courthouse, Dover, NH
Monadnock Mill, Claremont, NH
Scenic Salinger, Rochester, NH

FORMER EMPLOYMENT

Nauset Construction

Project Executive
May 2005 - Jan 2020

Suffolk Construction

Project Manager
May 1998 - May 2005

PROJECT EXPERIENCE

- Historic Preservation
- Design Build
- Mixed Use
- Residential
- Commercial
- Industrial

Jenn Avedisian

Project Executive, Commercial Construction



SUMMARY

Jenn joined the Chinburg team in August of 2015 as an Assistant Project Manager and quickly advanced to a Project Manager in the Mills and Commercial Division of the company. Now as a Project Executive, Jenn provides leadership and direction for all mill and commercial projects with a focus on team building, coaching and strengthening systems and procedures to ensure success for all members of Chinburg's commercial teams. Prior to joining the team, Jenn obtained her business management degree from Granite State College as well as her NH real estate license which she still actively uses today for small development projects.

MAJOR PROJECTS

The Lincoln Lofts & Hotel, Biddeford, ME
Frank Jones Brew Yard, Portsmouth, NH
Music Hall Members Club & Lounge, Portsmouth, NH
233 Vaughan St, Portsmouth, NH
Hope on Haven Hill, Rochester, NH
Aroma Joe's, Portsmouth, NH

FORMER EMPLOYMENT

River Run Company
Executive Assistant
April 2009 – Aug 2015

Attitash Mtn. Service Co.
Front Office Manager
April 2001 – April 2009

PROJECT EXPERIENCE

- Mill Adaptive Reuse
- Multi-Family New Construction
- Commercial Fit up and Ground up
- Luxury Condominiums
- Luxury Hotel

Featured Projects



Carey Cottage

Portsmouth, NH

Design-Build Renovation and Restoration of Historic Seaside Estate for Commercial, Non-Profit Use

The Carey Cottage, also known as Creek Farm, is located on Sagamore Creek. Built in the classic shingle style in the late 1880's, this site was converted to residential apartments in the 1970's before the property was acquired by NH Forestry Society in the early 2000's. The site was eventually leased to Goodwork, who partnered with Chinburg and TMS Architects to develop a design-build program and economically bring the property up-to-date while meeting their unique needs for a non-profit incubator space and below-market apartments.

Project Features:

- Maintaining a balance between adhering to historic preservation standards with practical modern techniques
- Repair of the exterior siding, trim and wrap-around porches
- Addition of fire suppression
- Provision of a handicap ramp
- Transformation of entire HVAC and plumbing, water and septic systems for modern use

Year Completed: 2020

Square Footage: 12,000 GSF

Awards: 2021 NH Preservation Alliance Award





Frank Jones Brew Yard

Portsmouth, NH

Urban Infill, Ground-Up Market-Rate Residential Apartments

Frank Jones Brew Yard in Portsmouth's up and coming West End, approximately 9+ acre assembly of properties that included abandoned brick brewery buildings, two underutilized brewery warehouse buildings and the former City DPW site. The existing buildings were converted to mix use commercial office, restaurant and market rate apartments and a new mid-rise apartment building featuring open green space.



Project Features:

- Design of the historic site to make a decrepit and abandoned site habitable for commercial and residential spaces
- Connecting the West End to the rest of the City of Portsmouth with added sidewalks and public parks
- Coordinating multiple exterior siding materials (brick, burnt cypress, prefinished cementitious panels and custom brake metal)
- Meet all requirements to the City for the building rehabilitation, environmental remediation, site improvements

Year Completed: 2020

Square Footage: 204,000 GSF

Awards: 2018 NH Preservation Alliance Award
2018 Plan NH Merit Award



The Newmarket Mills

Newmarket, NH

Adaptive Reuse of Historic Mill Complex

The Newmarket Mills is an adaptive reuse of the last 200,000 square feet of the original Newmarket's Mill Complex. These buildings were abandoned and vacant, creating an eyesore and a magnet for vandals in downtown Newmarket. Since its completion, the Mill has become an economic engine for the town of Newmarket, resulting in a revitalized downtown.

Project Features:

- Significant environmental remediation of buildings and site
- Complex financing sources that required successful mixed-use integration and attracting several businesses to Newmarket.
- Extensive investment into grounds, landscaping, overlooks, and gathering areas created for shared public benefit



Year Completed: 2012

Square Footage: 200,000 GSF

Awards: 2013 NH Preservation Alliance Award



The Courthouse

Dover, NH

Adaptive Reuse and 4-story Addition to a Historic County Courthouse

The Dover Courthouse is an adaptive reuse project of an existing 1889 County Courthouse building that included a new 4-story addition with parking under it. This creative solution allowed for the preservation of the original building while creating additional housing on the waterfront in downtown Dover, per the wishes of the City.

Project Features:

- Public art was invested in and added to the landscaping of the property, featuring a local Dover based artist.
- The exterior of the historic building was carefully restored
- Preserved six hand-carved dragon heads, which are featured in individual apartments, along with many original architectural details
- Property is walkable to many downtown amenities, including restaurants and the grocery store, reducing carbon footprint.



Year Completed: 2024
Square Footage: 55,800 GSF



Music Hall Members Club

Portsmouth, NH

Commercial Fit-Up

The Music Hall Members Club is a commercial fit-up located in the historic Kearsarge Building on Congress Street in Portsmouth. The space serves as a private member's club adjacent to Portsmouth's Music Hall, providing a connection between the social and community-focused side of the Music Hall and the historic performance space. Chinburg's work included having our in-house Interior Designer participate on the project's Design team. The project also included bringing the ticket office main entry to Congress Street, for better visibility to visitors and pedestrians to Portsmouth.

Project Features:

- Highly detailed fit-up within a challenging historic space built in the 1860's
- Providing a masonry opening through a 4' thick wall of brick and ledge to create direct access to the theater
- Upgrading all systems for their capacity to service the space; HVAC, plumbing, water, electrical and structural loads.

Year Completed: 2024

Square Footage: 2,717 GSF





Thank you!

3 Penstock Way
Newmarket, NH 03857
603-868-5995
chinburg.com



About Us

ARCove is a specialty, expertise-focused architecture firm committed to the design of buildings that enhance opportunities for people and communities to thrive. Based out of Portsmouth, New Hampshire we offer high-performance sustainability and historic preservation, designing residential and commercial spaces. Our designs for both new construction and adaptive reuse forge connections anchoring occupants to what lies beyond – the community, the environment, the environs, past events, and future opportunities. These connections link ideas, people, and places together to create a tangible market demand for our spaces, where occupants identify on a personal or cultural level. Our highly skilled team brings exceptional value to clients by creating buildings and spaces that are durable, useful, efficient, and beautiful. Through such purposeful design, we create impactful, cost effective and enduring buildings.

Founder and Principal, Tracy Kozak founded ARCove in 2020 out of a desire to focus closely on values prioritizing sustainability and historic preservation. She is a leading regional advocate for innovative design, historic preservation and high-performance sustainability initiatives. Kozak has managed award-winning mixed-use, healthcare, education, multifamily and senior living projects with specific focus on historic renovation and high performance sustainability. Originally from Nashua NH, Tracy grew up building wooden playhouses for friends, drawing and painting, and riding horses on trails through conservation forests. Those interests coalesced through a pre-professional program at RISD, an architecture degree from Cornell University, preservation carpentry apprenticeship at Strawberry Banke Museum, heavy timber off-site manufacturing and design in Seattle, followed by 2+ decades as architect and principal at JSA Design. In 2020, Tracy branched off to launch Arcove Architects in Portsmouth NH, specializing in high performance sustainable design and historic preservation. Tracy's professional involvements include present chairman of NH's AIA Committee on the Environment, past president of AIA New Hampshire, vice chair of the Portsmouth Historic District Commission, and board director of the New Hampshire Preservation Alliance. Her work, as well as her involvement in the community, earned Kozak the distinction as one of six Outstanding Women in Business as feted by NH Business Review for 2020.

ARCove serves clients who seek a more resilient, useful, and lasting environment. Bringing enduring solutions and high-performance technologies together with artistry and workmanship, ARCove's designs ensure utility and delight for functional and cherished spaces.



Historic Assessments

Historic Structure Reports and Building Condition Assessments

Preservation Planning and Feasibility Studies

Documentation and Restoration Planning of Historic Properties

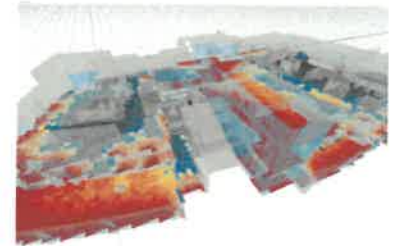
ARCove focuses on the restoration, preservation, and adaptive reuse of architecturally, historically, and culturally significant resources. Historic preservation for adaptive reuse requires the sensitive accommodation of applicable building codes and life safety standards, programmatic space needs, handicapped accessibility, stabilization of existing structure, while preservation and rehabilitating historically significant features. Our Historic Assessment Reports demonstrate required compliance with the Secretary of Interior's Standards and are instrumental in pursuing a variety of funding sources requiring approval by the SHPO, preservation easement holders such as the NH Preservation Alliance or Historic New England, and the National Park Service. Information provided includes thorough existing conditions documentation, historic research, conditions analysis, recommended treatments, and feasibility planning. The results of the reports provide owners with the tools necessary for a successful path forward, allowing their historic structures to continue with utility and integrity for generations to come.



Sustainability

High Performance Design for ecological and economical construction and operations

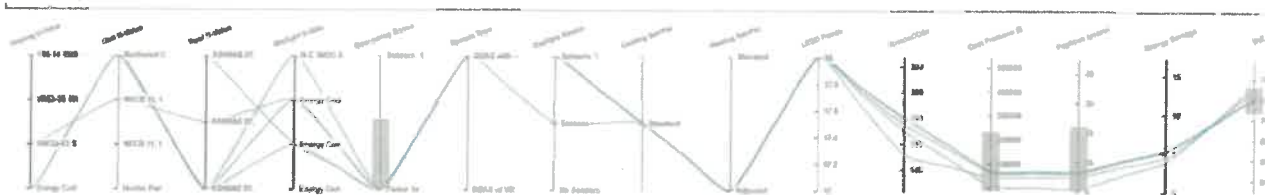
- Net Zero Strategies
- Deep Energy Retrofits
- Low Carbon systems
- Healthy Buildings
- Life Cycle analysis
- Resource conservation
- LEED accreditation



ARCove provides design solutions that enhance energy performance, conserve natural resources, and create healthy indoor environments. Our focus on environmentally sensitive, commercially viable design creates lasting and cost-effective spaces that are in balance with the environment. Providing more than mere shelter, our designs enhance and sustain the lives within and the places beyond.

Arcove’s design approach targets innovative and economical technologies with proven performance. We optimize energy efficiency and human comfort while reducing operating costs by using conceptual energy modeling early in the process to evaluate design options. Our parametric energy modelling software, CoveTool, provides dynamic cost comparisons for options of material first costs and life-cycle operational costs. In this way, the entire design team and building owners can make more informed project decisions.

We also evaluate opportunities to decarbonize buildings at all stages of the construction lifecycle, from embodied carbon materials, to operationally efficient building envelopes and mechanical systems, through to end-of-life carbon with materials that can be recycled or reused. We look at using healthy materials that are non-toxic, in spaces that provide ample fresh air, natural daylight, and community connections. This holistic approach enables the realization of high-performance, cost-effective buildings that are gentle on the earth while promoting usefulness, comfort and well-being.



Fishmonger Cottages – Net Zero subdivision with new construction single family homes.



1 Congress Street – Deep energy Retrofit & Addition, Mixed Use – reduce energy usage by 70% beyond baseline 20



93 Pleasant Street – Deep energy Retrofit & Addition, Offices – reduce energy usage by 60% beyond standard baseline.

RFP #58-24 South Meeting House Reuse

ORGANIZATION:

Portsmouth Music and Arts Center (PMAC), Inc.

Corporate Status: 501(c)(3) nonprofit organization

EIN: 22-3883953

Address: 973 Islington Street, Portsmouth, NH 03801

Phone: 603-431-4278

Website: www.pmaonline.org

Contact Information:

Russ Grazier, CEO

PMAC - Portsmouth Music and Arts Center

Email: russ@pmaonline.org

Office: 603-431-4278, ext. 5

Mobile: 603-380-0824

The following documents are available upon request:

- PMAC Statement of Financial Position as of 2024-05-31
- PMAC Statement of Activity FY 24 YTD
- PMAC Reviewed Financial Statement FY 23
- PMAC IRS Form 990 FY 23
- PMAC Reviewed Financial Statement FY 22
- PMAC IRS Form 990 FY 22
- PMAC Reviewed Financial Statement FY 21
- PMAC IRS Form 990 FY 21

ABOUT PORTSMOUTH MUSIC AND ARTS CENTER

Portsmouth Music and Arts Center (PMAC) is the premiere arts education school in the Seacoast, distinguished by our commitment to fostering creativity, artistic expression, and community engagement. Our diverse program offerings encompass a wide range of music styles and artistic mediums, providing students of all ages with opportunities for growth and development. Our skilled faculty of teaching artists welcome students of all levels and abilities, offering an inclusive educational experience that nurtures their unique talents and personal goals.

What sets PMAC apart is our deep-rooted connection to the community. We actively collaborate with local schools, organizations, and businesses to help create a vibrant cultural ecosystem that enriches the lives of residents across the Seacoast. Through our Community Access Program, we strive to make arts education accessible to all, regardless of socio-economic background. This program includes a varied slate of free music and arts programming for the public, such as concerts, gallery exhibitions, artist talks, and open art studios. During the 2022-2023 school year, PMAC offered 73 free events to our community, attracting audiences from throughout the region and fostering a sense of unity and shared cultural experience. PMAC's unwavering dedication to arts education and community engagement has not only been a core pillar of our identity for 21 years, it is also a guiding principle of PMAC's present and future growth as an organization.

HISTORY OF PORTSMOUTH MUSIC AND ARTS CENTER

Portsmouth Music and Arts Center (PMAC) has been making an impact since 2002, when the non-profit organization was founded by Russ Grazier, Jr., Katie Grazier, and Wendell Purrington in response to a call in the city of Portsmouth's 2002 Cultural Plan for the "development of an independent community arts school." Beginning with just 39 music students and a mission to build community through the arts, PMAC expanded quickly.

In 2006, PMAC enrolled over 200 students and established both a visual arts department (with support from the NH Charitable Foundation) and a youth rock summer camp, both of which remain successful today. 2008 then saw the first annual PMAC Jazz Night and the inaugural Spring Fever for the Arts gala to raise funds for programming. With demonstrated revenue and fundraising success, PMAC launched the Tuition Aid Fund in 2009 – an ever-growing initiative which works to ensure that arts engagement opportunities remain accessible to all community members in need.

By 2014, strong community support for PMAC's mission helped the organization expand to a new, custom-renovated location at 973 Islington Street in Portsmouth. Notable support included a \$500,000 tax credit grant from the NH Community Development Finance Authority, a lead gift from the Thomas Haas Fund of the NH Charitable Foundation as part of a \$1 million Campaign for PMAC's Future, and a \$100,000 grant from Jane's Trust to grow programming.

Over the next decade, PMAC grew to more than 1,000 unique students per year and launched additional programs, including free events such as Saturday Open Art Studio, Guitar Sundays, and Free Music and Art Day, as well as the implementation of the Creative Aging Discount for adults over the age of 65. Most recently, PMAC brought Grammy Award-winning artists Adonis Rose and the New Orleans Jazz Orchestra to Portsmouth in April 2024 for an unprecedented week of jazz education with local students. These artists will return in 2025 for a continuation of this partnership as PMAC celebrates 22 years of community arts in the Seacoast.

PROJECT NARRATIVE

Working with the Schleyer Foundation, Chinburg Builders, and ARCove Architects, Portsmouth Music and Arts Center (PMAC) is participating in this proposal as the sole tenant of the restored and renovated South Meeting House at 280 Marcy Street in Portsmouth, NH. Together, we aim to transform this historic venue into a vibrant community visual arts center that will serve as a hub for arts education, exhibitions, and community engagement. This new facility will complement PMAC's existing building at 973 Islington Street; music programs for the community would remain at the Islington location while visual arts programs would move to the South Meeting House.

PMAC's expertise in community arts programming, paired with our partners' expertise in cultural heritage preservation, make this proposal an ideal vision for the South Meeting House. Additionally, PMAC has prior experience successfully restoring a historic building. In 2014, PMAC purchased and renovated its home at 973 Islington Street, and was awarded a 2015 Excellence Award from Portsmouth Advocates for the renovation and preservation of a historic building. As we consider the South Meeting House, PMAC and our partners are collectively dedicated to upholding the historical significance of the location while adapting it to meet the needs of a modern arts center and making a meaningful contribution to the existing cultural fabric of the South End community.

PMAC has a history of success in Portsmouth spanning more than two decades, with over 1,000 unique individuals currently enrolling in our educational programs every year. PMAC has served multiple generations of families in the Seacoast, and it is because of our emphasis on remaining accessible to all in the region that we have been able to have this level of sustained success. Transforming the South Meeting House into a center of visual arts education and community engagement will not only allow PMAC to further its own mission of building community through the arts, it will also revitalize a space with a rich history of community connection and cultural vibrancy.

Project Overview:

1. Renovation and Preservation

We propose a meticulous renovation plan that respects the historical integrity of the South Meeting House while enhancing its functionality as a visual arts space. Considerations include

preserving architectural features, upgrading utilities, and ensuring compliance with accessibility standards.

2. Usage

Our initial plans include:

- A. **Classroom and Studio Spaces:** Our design will include 2-3 flexible, state-of-the-art visual arts classrooms that can accommodate 12-15 youth students each, and 3-4 small studio spaces designed for 1:1 or small group (3 or fewer) instruction. These spaces will cater to students of all ages and skill levels, with a focus on fostering creativity and skill development in children and teenagers residing in Portsmouth and the surrounding communities. Visual arts educational offerings in this building will be focused on drawing, painting, photography, digital arts (including animation), and more.
- B. **Teaching Gallery Space:** A dedicated teaching gallery on the first floor that will be open to the public on a regular schedule. The gallery will showcase rotating exhibitions that feature artwork by PMAC students, teaching artists, visiting educators, and occasional community shows. All exhibitions are installed and assisted by students. Students will be able to learn the theories and practices of gallery management, exhibition development and artist relations. We envision a versatile layout that can accommodate a variety of art forms, from paintings and sculptures to multimedia installations, enriching and encouraging cultural dialogue amongst our students and within the greater Portsmouth community. We plan to leverage the natural flow and layout of the existing structure in the design of our exhibition space.
- C. **Artist Studios:** 2-4 artist studios that can be rented to professional artists at a below-market rate
- D. **Administrative Office:** An administrative office for staff and teaching artists

3. Partnerships and Collaboration

- A. **Community Arts Events:** PMAC will welcome the community into the South Meeting House regularly. We envision the renovated facility as a cultural center for Portsmouth, hosting events such as artist talks, student and faculty exhibition receptions, and community outreach programs. These initiatives will promote inclusivity and engagement, inviting residents and visitors alike to participate in the arts.
- B. **Stakeholder Input:** PMAC is committed to collaborating closely with the Schleyer Foundation, local stakeholders, and community groups throughout the project's lifecycle. Our team will engage in transparent communication and stakeholder consultations to ensure the vision for this location is in alignment with the goals of the surrounding community.
- C. **Collaborations:** We plan to leverage this space to further collaborate with nonprofits and arts organizations throughout the Seacoast. PMAC currently collaborates with Arts In Reach, 3S Artspace, The Music Hall, the Black Heritage Trail of NH, NH Theatre Project, and many others. The South Meeting House will provide exciting new opportunities to partner with community organizations.

4. Diversity, Equity, Accessibility, and Inclusion

PMAC's goal, from inception, has been to provide a safe, accessible, and welcoming creative community where all people are respected and valued. We are committed to the importance of diversity, equity, accessibility, and inclusion (DEAI) and are working to consciously weave these principles into the fabric of our school.

Accessibility is one of the pillars of our current Strategic Plan and a principle that speaks to the very core of our organization's mission. PMAC remains committed to staying at the forefront of ADA Standards of Accessible Design when considering any necessary renovations to a historical facility like the South Meeting House.

Equity is also a core organizational priority, and PMAC works to ensure that arts education and arts programming are accessible to all in our community. With this in mind, PMAC provides nearly \$100,000 in tuition assistance annually to families in need – a number that we prioritize growing each passing year.

THE PMAC TEAM

1. PMAC BOARD OF DIRECTORS

PMAC's Board of Directors provides fiduciary oversight to ensure the financial health and sustainability of our non-profit organization. The Board helps set strategic goals, make key policy decisions, ensure that our mission and values are upheld, navigate challenges, and seize opportunities for growth. There are currently 20 members of PMAC's Board; each brings diverse professional experience and unique perspectives, adding significant value to our organization.

Current Board Members and Affiliations:

- Board Chair - Lisa Shawney, Montserrat College of Art
- Board Vice Chair - Steve Viens, AVID Insight
- Board Treasurer Elect - Brooks Jalbert, C & J Bus Lines
- Board Secretary - Danielle O'Neill, University of New Hampshire

- Mark Anderson, Software Engineer / Architect
- Jim Buttrick, Button Factory Studios
- Mamadou Dembele, Bangor Savings Bank
- Bill Durling, Blue Cross, Blue Shield of Massachusetts
- Forrest Elliott, Artist & Designer
- Chase Hagaman, NH Department of Business and Economic Affairs
- Joe Keefe, Retired (Impax Asset Management)
- Nancy Pearson, PhD, Nonprofit Consultant
- Steve Ritchie, Proof + Geist
- Charles Riopel, Charles Schwab
- Cleo Villaflores, State Farm Insurance
- Beth Wagner, Independent Consultant | *Board Member Elect*
- Rick Wallis, Retired (Piscataqua Bank) | *Board Member Elect*
- Stephanie Willette, Vistrada
- Susan Wolowitz, retired (Educator) | *Board Member Elect*
- Jaime Yates, Service Credit Union

2. PMAC EMPLOYEES

Portsmouth Music and Arts Center employs a core staff of eight people. Bios are provided later in this section.

- Chief Executive Officer - Russ Grazier, Jr.
- Chief Operating Officer - Katie Grazier
- Director of Education - Michelle Shoemaker
- Director of Development - Eli Kaynor
- Director of Marketing - Melissa Schultz
- Front Desk Team Member - Mea Santulli

- Bookkeeper (part-time) - Kim Alderson
- Lesson Coordinator (part-time) - Carrie Hanson

Additionally, PMAC employs approximately 40 highly qualified teaching artists who teach anywhere from one to 25 hours each week. Bios for PMAC's teaching artists may be found online at https://www.pmaonline.org/art_faculty/ and https://www.pmaonline.org/music_faculty/.

3. BIOS OF KEY ADMINISTRATIVE STAFF

CHIEF EXECUTIVE OFFICER & CO-FOUNDER

Russ Grazier, Jr., BM, MM

Together with Katie Grazier and Wendell Purrington, Russ co-founded PMAC in response to a call from the city of Portsmouth's 2002 Cultural Plan. Russ' passion for music began at a young age when he learned "Dust In The Wind" on guitar. He then transitioned to saxophone and music composition and studied at The Tanglewood Institute, Boston Conservatory (Bachelor of Music), Peabody Conservatory of Johns Hopkins University (Master of Music), and the University of Chicago (Graduate Studies). Russ has taught at many prestigious music schools including the New England Conservatory Preparatory School, the Merit School of Music, the University of Chicago, and Roosevelt University. He began his career as an administrator working for Dantalian Publishing and later served as the manager of the Contemporary Chamber Players of Chicago. Russ has chaired the boards of Art-Speak (the former cultural commission of the city of Portsmouth, NH), Portsmouth's Blue Ribbon Committee on Arts and Culture, and has served on the boards of the NH Center for Nonprofits, The Chamber Collaborative of Greater Portsmouth, Seacoast Jazz Society, the NH Health Exchange Advisory Board, and the Parents Music Club of the Portsmouth public schools.

CHIEF OPERATING OFFICER & CO-FOUNDER

Katie Grazier, BA

Katie co-founded PMAC alongside Russ Grazier and Wendell Purrington in 2002 after a varied background working in corporate and non-profit sectors. Her nonprofit experience started by working with the administrative team at SPARC – School of Performing Arts in the Richmond Community alongside her mentor, Jeri Cutler-Voltz. The highlight of Katie's corporate background included working for Franklin Covey – a leader in time management solutions. At Franklin Covey, she received awards for management and customer service excellence. Katie currently serves as the Chief Operating Officer for PMAC and enjoys her 'behind the scenes' role in making sure that PMAC runs smoothly. Katie received her Bachelor of Arts degree from Goucher College, where she majored in Theater with a minor in Arts Administration. As a student at PMAC, she studies drumset with Mike Walsh (10 years and counting!) and continues to play in a variety of ensembles. Katie also serves as a mentor with GoodWork, recently working with the Alliance for Greater Good.

DIRECTOR OF EDUCATION

Michelle Shoemaker, BM, MM, DMA

Michelle has over 20 years experience in community arts education as both an administrator and teaching artist, having worked at several schools and colleges in the greater Boston region. She has taught and developed music curriculum for students of all levels from avocational adults to youth beginners, as well as undergraduate and graduate students. Michelle is an accomplished clarinetist and holds a doctoral degree in clarinet performance from New England Conservatory.

DIRECTOR OF DEVELOPMENT

Eli Kaynor, BM, MM, PAC

Eli brings to PMAC more than a decade of experience building audiences and fostering community relationships. In addition to his role as PMAC Director of Development, Eli is also an active cello teaching artist and performer. His professional music career encompasses the full gamut of musical genres, including chamber, orchestral, solo, ethnic, folk, and rock. Before relocating to Portsmouth, Eli served as the Orchestra Committee Chair and Philanthropy Committee representative for the Winston-Salem Symphony. Eli holds a Bachelor of Music degree from Chapman University, as well as a Master of Music degree and a Professional Artist Certificate from the University of North Carolina School of the Arts.

DIRECTOR OF MARKETING

Melissa Schultz, BFA, MFA

In her role of Director of Marketing, Melissa leverages over 15 years of comprehensive arts administration and marketing expertise. She is also a skilled project manager and writer/editor. Previous roles include: Director of Marketing Communications at Relation Insurance Services; Director of Communications and Development at UC Berkeley's Department of Theater, Dance and Performance Studies; and Capital Campaign Associate and Arts Leadership Fellow at Chicago Shakespeare Theater. Melissa holds an MFA (Arts Administration) from DePaul University, a Professional Editing Certificate from UC Berkeley, and a BFA from Missouri State University.

LESSON COORDINATOR

Carrie Hanson, BM, ME

Carrie holds a Bachelor of Music in Music Education, and a Master of Education in Educational Studies, both from the University of New Hampshire. She taught in elementary music classrooms in NH & ME for 6 years. While primarily a percussionist, she discovered a passion for singing and playing the ukulele through her teaching.

BOOKKEEPER

Kim Alderson, BA, AS

Kim was born and raised in Hartford, Connecticut and moved to New Hampshire in 2000. Kim came to PMAC in the second career of her life, after spending 25 years as a professional dancer with many ballet companies throughout New England, including Portsmouth's former Ballet New England. While dancing she earned a degree in Accounting and Economics. Kim is a 13 year member of the faculty for the New Hampshire Academy of Performing Arts, the current Finance Director for the New Hampshire Academy of Performing Arts, and Finance Manager for Scott Family Chiropractic in addition to her duties to PMAC.

Thank you!

Schleyer Foundation



Dave Schleyer, Schleyer Foundation, Trustee

Email: dschleyer@chinburg.com

Phone 603-502-5987

CITY OF PORTSMOUTH



OFFICE OF THE CITY CLERK – ELECTION DIVISION

TO: KAREN CONARD, CITY MANAGER

FROM: KELLI L. BARNABY, CITY CLERK

DATE: JULY 31, 2024

SUBJECT: POLLING HOURS FOR STATE PRIMARY & PRESIDENTIAL GENERAL ELECTIONS

In accordance with RSA 659:4, the City Council shall determine the polling hours for the election.

Based on the amount of time and effort to complete documentation for a Primary, I would request that the polling hours for September 10, 2024, State Primary Election be established from 8:00 a.m. - 7:00 p.m.


In following past practice, I would request the polling hours be expanded for the Presidential General Election on November 5, 2024, from 8:00 a.m. - 8:00 p.m.

I seek your support with this request.

If you have any questions, please do not hesitate to contact me.

MEMORANDUM

TO: Karen Conard, City Manager

FROM: Peter Britz, Planning & Sustainability Director 

DATE: July 16, 2024

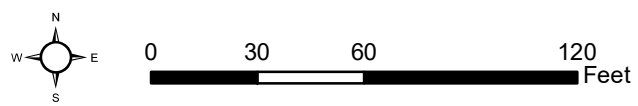
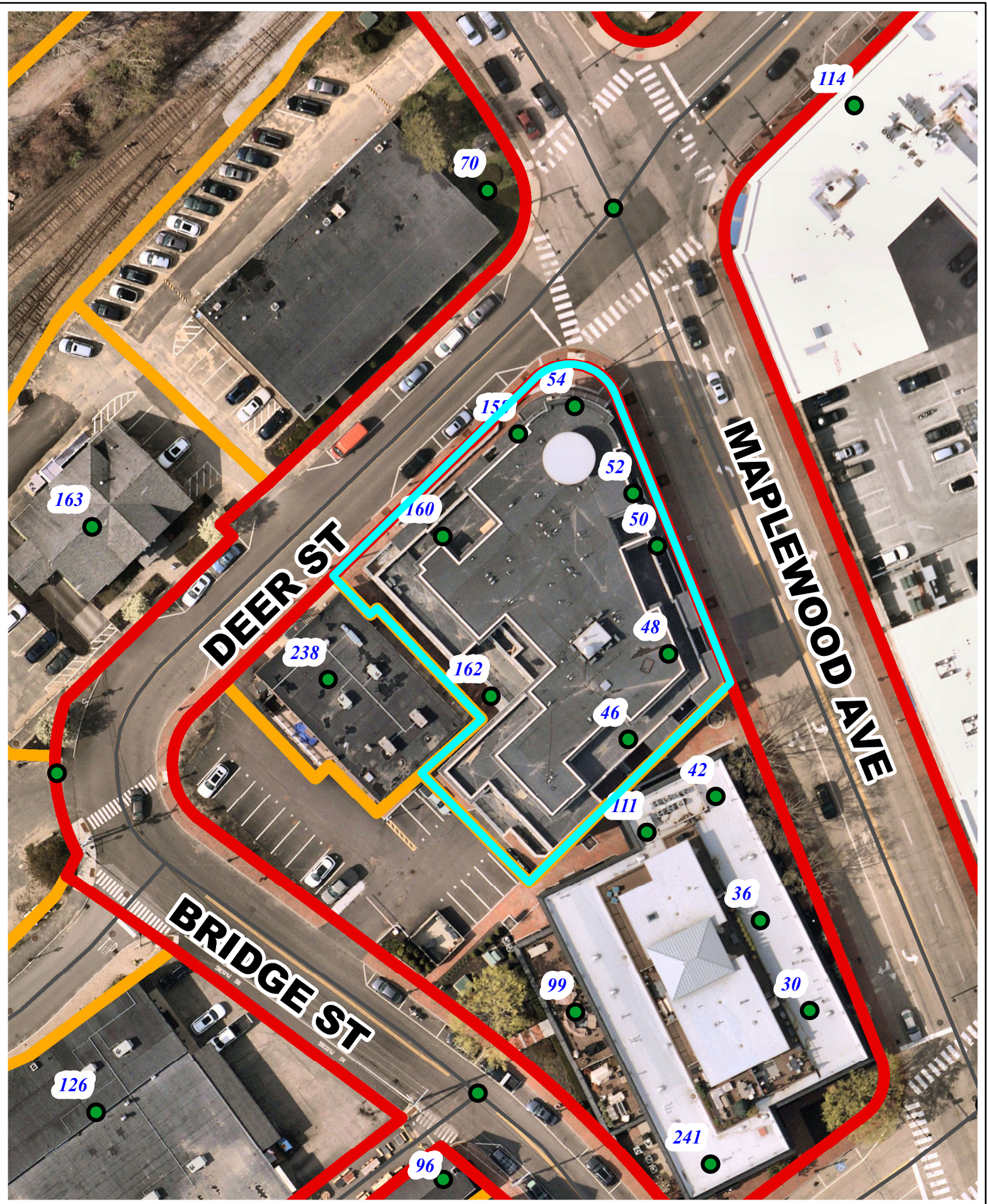
RE: City Council Referral – Projecting Signs
Address: 48 Maplewood Avenue
Business Name: 48 Maplewood LLC
Business Owners: Adam Dean, Joe Leddy, & Jamieson Duston

Permission is being sought to install two projecting signs that extend over the public right of way, as follows:

Two signs as follows:
Sign dimensions: 32" x 13"
Sign area: 2.8 sq. ft. per sign

The proposed signs comply with zoning requirements. If a license is granted by the City Council, no other municipal approvals are needed. Therefore, I recommend approval of a revocable municipal license, subject to the following conditions:

1. The license shall be approved by the Legal Department as to content and form;
2. Any removal or relocation of the signs, for any reason, shall be done at no cost to the City; and
3. Any disturbance of a sidewalk, street or other public infrastructure resulting from the installation, relocation or removal of the signs, for any reason, shall be restored at no cost to the City and shall be subject to review and acceptance by the Department of Public Works.



**Request for license
48 Maplewood Avenue**



PROJECTING SIGN

2.42"
1.11"



32" Wide x 13" Tall x 1" Thick | Double Sided | QTY: 2
Logo Size: 27.5" Wide x 5" Tall



Bottom of the sign to the ground is 106"

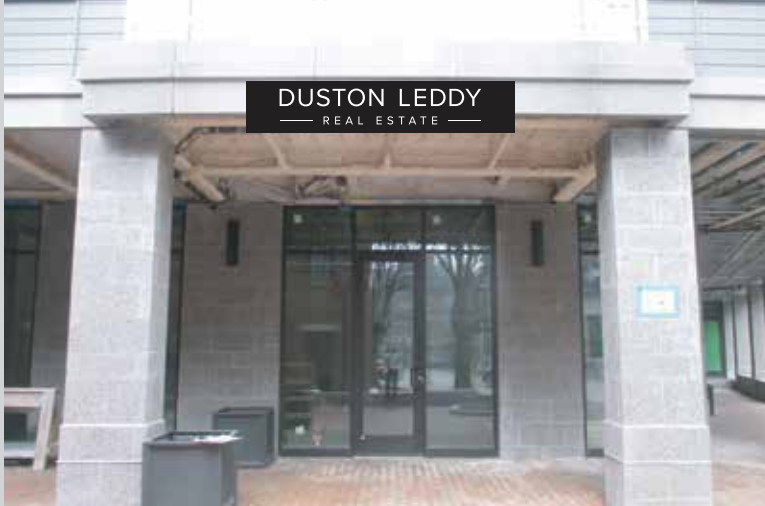
MOCKUP



BUILDING SIGNS



91" Wide x 17.5" Tall | *Single Sided* | QTY: 2
Logo Size: 48.5" Wide x 12.25" Tall



COURTYARD SIDE

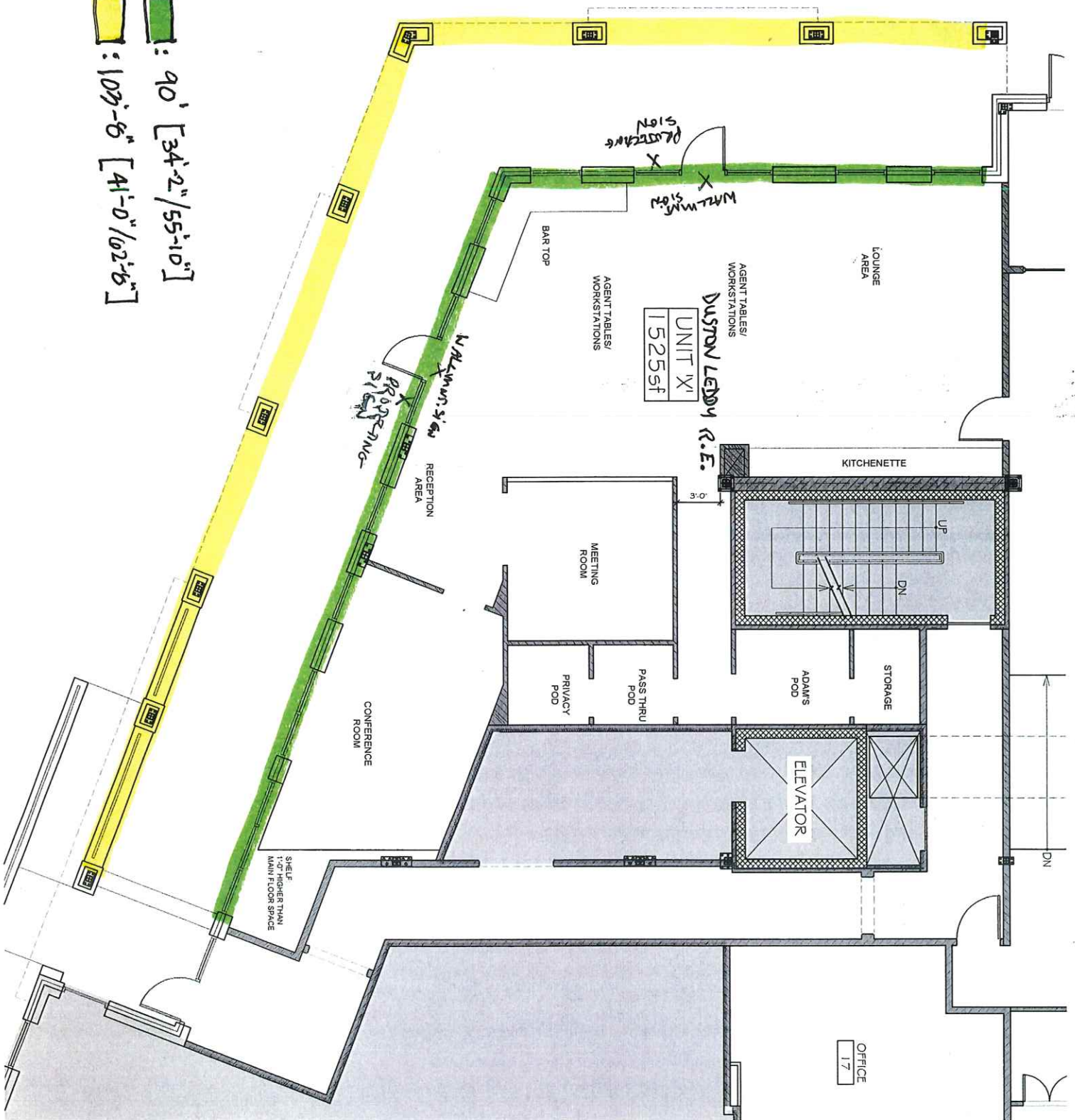


MAPLEWOOD SIDE



MAPLEWOOD SIDE

: 90' [34'-2" / 55'-10"]
 : 109'-6" [41'-0" / 62'-6"]



City Council Emails Received July 24th through July 31st @ 3:00 p.m.

Submitted on Tue, 07/16/2024 - 17:14

First Name

Peter

Last Name

Jones

Email

pjones@college.harvard.edu

Address

1218 W Henderson St
Chicago, Illinois. 60657

Message

Dear Portsmouth City Council,

Greetings!

I hope this email finds you well. My name is Peter Jones, and I am an undergraduate researcher at Harvard University.

My current project, which I am submitting as my senior thesis, is funded by the Weatherhead Center for International Affairs. It concerns sister city relationships in Eastern Europe. I have just returned from Tbilisi in the Republic of Georgia, and now I am looking at the 100+ U.S.-Russia sister city pairings.

I'm writing to you about the relationship between Portsmouth and Severodvinsk, Russia, which appears in my dataset. The hardest thing about my project is verifying the activity of the relationships as of 2021 and 2024, and I'm hoping you could help by answering a few, very brief questions over email. A simple yes or no will suffice for most of these; and if you are not the right person to ask, I would greatly appreciate it if you passed along this email.

They are as follows:

Does your city government consider its relationship with Severodvinsk active?

Has anyone from the U.S. side reached out to them in the last 10 years?

Has your leadership made any statement on the status of the relationship since the Ukraine War began?

Thank you so, so much for your help!

Best,

Peter

Peter N. Jones

Undergraduate Research Associate and A.B. Candidate in Government

Weatherhead Center for International Affairs at Harvard University

Please indicate if you would like your comment to be part of the public record for the upcoming City Council meeting.

Yes

Submitted on Wed, 07/24/2024 - 15:15

First Name

Alexis

Last Name

Mason

Email

a.k.mason@comcast.net

Address

1 Middle St., Suite 1

Portsmouth , New Hampshire. 03801

Message

Hello Councilors,

My name is Alexis Mason. I serve as the President of the Board of Directors for PPMtv. We aim to get on the agenda for the August 19th Council meeting to discuss the topic of re-evaluating the outdated policy that dictates the City of Portsmouth take \$360,000 from the Cable Franchise Fee and allocate the remainder to PPMtv.

PPMtv was created thanks to a 2009 city council agreement that the station would receive funding from the federally mandated cable franchise fees allotted to the City of Portsmouth. Were it not for the PEG funding, which is earmarked for Public, Education and Government television programming, Portsmouth's cable access station would not have come to be.

This year, PPMtv's anticipated funding from the cable franchise fees was reduced to only \$86,000. Such a

loss cannot be mitigated by fundraising on a scale which will allow PPMtv to remain operational. If the city council policy is not re-evaluated regarding these funds, PPMtv will, after 14 years of serving as Portsmouth's television podium, close its doors.

We PPMtv representatives would love to meet with each of you individually prior to the meeting date to ensure that you have all the information needed to address this issue.

Linked here is a petition we've started to make clear the value the community sees in PPMtv's work.

Linked here is a document that outlines all of the work we've done, all of the work we could do, and what PPMtv would like to see out of this reviewed policy.

This decision from 2009 has had a long-standing impact on our ability to serve the Seacoast. We're hoping that you all see the value in changing it for the better.

Kind regards,
Alexis Mason
PPMtv Board of Directors, President

Please indicate if you would like your comment to be part of the public record for the upcoming City Council meeting.

Yes

From: Leah Rogers <leahmrogers@yahoo.com>
Sent: Thursday, July 25, 2024 8:03 PM
To: Planning - Info - Shr <Planning@cityofportsmouth.com>
Subject: Atlantic Heights

Dear Planning/ City Council Members,

I have lived in Atlantic Heights for almost 10 years and I'm very disappointed to hear housing may be built in the field where our community garden lives. Our small neighborhood is congested as it is and I also think this would negatively affect the charm we currently have. Portsmouth seems to be turning into a place that is unrecognizable, tall buildings/condos being built everywhere you turn, I can barely see the sky! I think it would be helpful to focus efforts on the abandoned area under the Piscataqua Bridge. It used to have a dog park, tennis courts, and basketball courts. It would be nice to have more areas to enjoy our neighborhood rather than build on every inch of open space in this city. Please know I strongly oppose this possibility.

Thank you,
Leah Rogers



JAMES R. KNUDSEN
DAVID J. BURBRIDGE
STEPHANIE J. THOMPSON
KENDALL R. HEWARD

July 11, 2024

VIA EMAIL: joannadiemer@cityofportsmouth.com
City of Portsmouth
C/O Deaglan McEachern, Mayor and City Council Members
City Council Chambers, Municipal Complex
1 Junkins Avenue
Portsmouth, NH 03801

**RE: Estate of Star C. Johnson
Parcel at Map 232, Lot 25 on Marjorie Street in the City of Portsmouth**

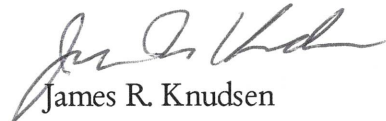
Dear Mayor McEachern and Honourable Council Members:

On behalf of Deborah and Stephanie Johnson, Executors of the Estate of Star C. Johnson, late of Ipswich Massachusetts, who owned a parcel of land in Portsmouth, along with the other parties interested in the estate, I am pleased to express their willingness and intention to donate the above-referenced parcel to the city.

I have enclosed a copy of the deed transferring the property to Star, as well as the Notice to Towns and Cities transferring the property to her heirs. I have also enclosed a copy of the tax card of the property for your reference.

Thank you for your consideration of this donation. Please contact me so that I may discuss the logistics of this process with you.

Sincerely,



James R. Knudsen

Enclosures: (as stated)

KNOW ALL MEN BY THESE PRESENTS, That I, PETER A. STABROW of Hanover Street, Portsmouth, New Hampshire

BK2347 P0784

for consideration paid, grant to STAR C. JOHNSON, of 4 Argilla Road, Ipswich, Massachusetts,

with warranty covenants to the said STAR C. JOHNSON, the following described premises:

A certain lot or parcel of land situate in Portsmouth, Rockingham County and the State of New Hampshire, and on the Southwesterly side of Marjorie Street and bounded and described as follows:

BEGINNING at an iron pipe set in the Southwesterly sideline of Marjorie Street (sometimes referred to as Margerie Street) at the Northeastly corner of the parcel herein described, thence running S 34° 20' 20" E by the Southwesterly sideline of said Marjorie Street a distance of 106.6 feet to an iron pipe set in the Northerly sideline of Joseph Street; thence turning and running S 42° 54' 50" W by and along the Northerly sideline of said Joseph Street a distance of 82.02 feet to an iron pipe and land now or formerly of Lafolla Construction Co., Inc.; thence turning and running N 34° 20' 20" W by land of said Lafolla Construction Co., Inc., a distance of 124.7 feet to an iron pipe and land now or formerly of Peter Stabrow (aforesaid) et al.; thence turning and running N 55° 39' 40" E by land of said Peter Stabrow, et al. a distance of 80.00 feet to the point of beginning.

Containing 9,251.78 square feet.

Meaning and intending to incorporate as one lot, Lots No. 253, 252, one-half of Lot No. 251. Said Lots are shown on a certain plan entitled "Plan of Prospect Park Annex No. 3" and recorded in the Rockingham County Registry of Deeds, Plan Book 585, Page 500. The land herein conveyed is a portion of the premises described in deed of Helen D. Michaud et ux to Peter Stabrow and Della Stabrow, recorded in the Rockingham County Registry of Deeds at Book 2096, Page 257. The above description is referenced to a plan made from an actual survey by Plato C. Houliars, Registered Land Surveyors, in April 1973, Plan No. 4-54-73, File No. 1002-1, recorded in Rockingham County Registry of Deeds. See also Quitclaim Deed of Peter A. Stabrow, a/k/a Peter Stabrow, and Della Stabrow to Peter A. Stabrow, dated December 6, 1975, and recorded in the Rockingham County Registry of Deeds at Book 2248, Page 1395.



This is not homestead property

Witness, my hand and seal this 30th day of August, 1979

Witness: [Signature] PETER A. STABROW

State of New Hampshire

ROCKINGHAM ss.: August 30, A. D. 1979

Personally appeared PETER A. STABROW

known to me, or satisfactorily proven, to be the person whose name is subscribed to the foregoing instrument and acknowledged that he executed the same for the purposes therein contained.

Before me, [Signature] Justice of the Peace - Notary Public

79 SEP-5 12:07

22470

For e-Filing only

**THE STATE OF NEW HAMPSHIRE
JUDICIAL BRANCH**
http://www.courts.state.nh.us

Court Name: 10th Circuit - Probate Division - Brentwood
Case Name: Estate of **Star C. Johnson**
Case Number: 318-2022-ET-01070
(if known)

NOTICE TO TOWNS AND CITIES PURSUANT TO RSA 554:18-a

Notice is hereby given that ownership of the real estate specified below has been passed by inheritance or devise from the deceased to the parties listed.

1. Deceased Name **Star C. Johnson** Date of Death **03/02/2018**
Residence **4 Argilla Road** **Ipswich** **MA**
Street City State

2. Location of Real Estate **0 Marjorie Street, Portsmouth, NH**

3. Names and addresses of recipients NAME	MAILING ADDRESS
<u>Stephanie S. Johnson</u>	<u>P.O. Box 806, Ipswich, MA 01938</u>
<u>Deborah A. Johnson-Kotsiras</u>	<u>449 Main Street, Rowley, MA 01969</u>
<u>Thomas A. Johnson, Jr.</u>	<u>188 Jewett Street, Georgetown, MA 01833</u>
<u>Pamela A. Johnson</u>	<u>64B Arlington Street, Haverhill, MA 01830</u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>

4. The deed to this real estate is recorded in the
COUNTY **Rockingham** BOOK/PAGE **2347 /0784**

5. I certify to the Probate Division that this notice was sent to the Assessor of the City of
Portsmouth or Selectmen of the Town of **Portsmouth**
as required by law.

<u>David J. Burbridge, Esq.</u> Name of Filer	<u> </u> Signature of Filer	<u>8-29-2022</u> Date
<u>Knudsen Burbridge, PC</u> <u>19639</u> Law Firm, if applicable Bar ID # of attorney	<u>(781) 246-3030</u> Telephone	
<u>401 Edgewater Place, Suite 140</u> Address	<u>djb@kbmlawfirm.com</u> E-mail	
<u>Wakefield</u> <u>MA</u> <u>01888</u> City State Zip code		

Case Name: Star C. Johnson

Case Number: 318-2022-ET-01070

NOTICE TO TOWNS AND CITIES

_____ Name of Filer		/s/ _____ Signature of Filer	_____ Date
_____ Law Firm, if applicable	_____ Bar ID # of attorney	_____ Telephone	
_____ Address		_____ E-mail	
_____ City	_____ State	_____ Zip code	

TO BE FILED WITH THE CITY ASSESSOR OR TOWN SELECTMEN AND THE PROBATE
DIVISION PRIOR TO PRESENTING THE FINAL ACCOUNT

MARJORIE ST

Location MARJORIE ST

Mblu 0232/ 0025/ 0000/ /

Acct# 30176

Owner JOHNSON STEPHANIE S

PBN

Assessment \$18,000

Appraisal \$18,000

PID 30176

Building Count 1

Current Value

Appraisal			
Valuation Year	Improvements	Land	Total
2023	\$0	\$18,000	\$18,000

Assessment			
Valuation Year	Improvements	Land	Total
2023	\$0	\$18,000	\$18,000

Owner of Record

Owner JOHNSON STEPHANIE S

Sale Price \$0

Co-Owner

Certificate

Address PO BOX 806

Book & Page /

IPSWICH, MA 01938

Sale Date 08/29/2022

Instrument

Ownership History

Ownership History					
Owner	Sale Price	Certificate	Book & Page	Instrument	Sale Date
JOHNSON STEPHANIE S	\$0		/		08/29/2022
JOHNSON STAR C	\$0		2347/0784		

Building Information

Building 1 : Section 1

Year Built:

Living Area: 0

Replacement Cost: \$0

Building Percent Good:

Replacement Cost

Less Depreciation: \$0

Building Attributes

Field	Description
Style:	Vacant Land
Model	
Grade:	
Stories:	
Occupancy	
Exterior Wall 1	
Exterior Wall 2	
Roof Structure:	
Roof Cover	
Interior Wall 1	
Interior Wall 2	
Interior Flr 1	
Interior Flr 2	
Heat Fuel	
Heat Type:	
AC Type:	
Total Bedrooms:	
Total Bthrms:	
Total Half Baths:	
Total Xtra Fixtrs:	
Total Rooms:	
Bath Style:	
Kitchen Style:	
Kitchen Gr	
WB Fireplaces	
Extra Openings	
Metal Fireplaces	
Extra Openings 2	
Bsmt Garage	

Building Photo



(<https://images.vgsi.com/photos2/PortsmouthNHPhotos/0000026170.JPG>)

Building Layout

(ParcelSketch.ashx?pid=30176&bid=30176)

Building Sub-Areas (sq ft)	Legend
No Data for Building Sub-Areas	

Extra Features

Extra Features	Legend
No Data for Extra Features	

Land

Land Use

Use Code 1320
Description RES ACLNUD
Zone SRB
Neighborhood 125
Alt Land Appr No
Category

Land Line Valuation

Size (Acres) 0.21
Frontage
Depth
Assessed Value \$18,000
Appraised Value \$18,000

Outbuildings

Outbuildings	<u>Legend</u>
No Data for Outbuildings	

Valuation History

Appraisal			
Valuation Year	Improvements	Land	Total
2023	\$0	\$18,000	\$18,000
2022	\$0	\$18,000	\$18,000
2021	\$0	\$18,000	\$18,000

Assessment			
Valuation Year	Improvements	Land	Total
2023	\$0	\$18,000	\$18,000
2022	\$0	\$18,000	\$18,000
2021	\$0	\$18,000	\$18,000

BY: EMAIL & HAND DELIVERY

July 16, 2024

City Council
City of Portsmouth
1 Junkins Avenue
Portsmouth, NH 03801

RE: Release of Interest in Portion of Longmeadow Lane

Dear Mayor McEachern and City Councilors,

Please accept the following request from Jeannette McMaster, owner of property located at 86 Farm Lane, Tax Map 236, Lot 74, for the City to release any interest it may have in a portion of the paper street now or formerly known as Longmeadow Lane running adjacent to her property. **Exhibit A**. It is my legal opinion that Janet already owns to the centerline of the paper street abutting her property and that the City does not have any interest in that land by virtue of it never expressly or impliedly accepted pursuant to RSA 231:51. Notwithstanding, Janet wishes to remove any doubt concerning her ownership of the land in question and seeks a Release Deed from the City for clarity of title.

The street known as Longmeadow Lane was first shown on a subdivision plan recorded in the Registry of Deeds at Plan #02160 in 1954. **Exhibit B**. Following this, a portion of the street was constructed and paved from Woodlawn Circle to the “Betty’s Dream” property located at 75 Longmeadow Lane, Tax Map 236, Lot 76. *See* **Exhibit A**. The remainder of the street shown on the 1954 Plan was never constructed or paved nor was it utilized for any other municipal purpose. To the contrary, much of it is wooded or consists of yard area for the abutting properties, including the properties at 86 Farm Lane (236-74), 88 Farm Lane (236-75), 200 Spaulding Turnpike (237-56 & 236-73). **Exhibit C**.

My client’s family has owned the property at 86 Farm Lane for several decades and has never witnessed anyone from the public use the paper street for access. Jeannette has personally owned the property since 2013 but has lived for much of her life. **Exhibit D**. The easterly section of the paper street abutting 86 Farm Lane is fenced in and integrated with the McMaster family’s back yard and has been this way for as long as Janet can remember. *See* **Exhibit C**. The same can be said for the westerly section of the paper street abutting 88 Farm Lane, as it applies to that property. The attached photographs depict portions of 86 and 88 Farm Lane from different vantage points. **Exhibit E**.

Jeannette is respectfully requesting that the City formally release any interest it may still have in an approximately 25’ wide portion of the paper street directly abutting 86 Farm Lane to the west. The area of the paper street that she is asking the City to release is depicted on the conceptual plan attached hereto as **Exhibit F**. Please note that the attached plan was created as part

of a concept development plan for Janet's property but is part of any pending land use board application filed with the City.

It is my understanding the City Legal Department has done extensive research pertaining to the paper street. It is important to point out that City Attorney, Robert Sullivan, had previously determined in a written opinion that any rights it had in the paper street had lapsed by operation of law. **Exhibit G**. Given this, it is our hope that the City Council will expedite this request without referring the matter to the Planning Board for an initial review and recommendation.

I appreciate the Council's consideration of this request and would be happy to provide any additional information or answer any questions it has in connection with this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Derek R. Durbin". The signature is fluid and cursive, with the first and last names being more prominent.

Derek R. Durbin, Esq.

Exhibit Table

Exhibit A – Tax Map (GIS)

Exhibit B – Plan 01260 (1954)

Exhibit C – Aerial Imagery

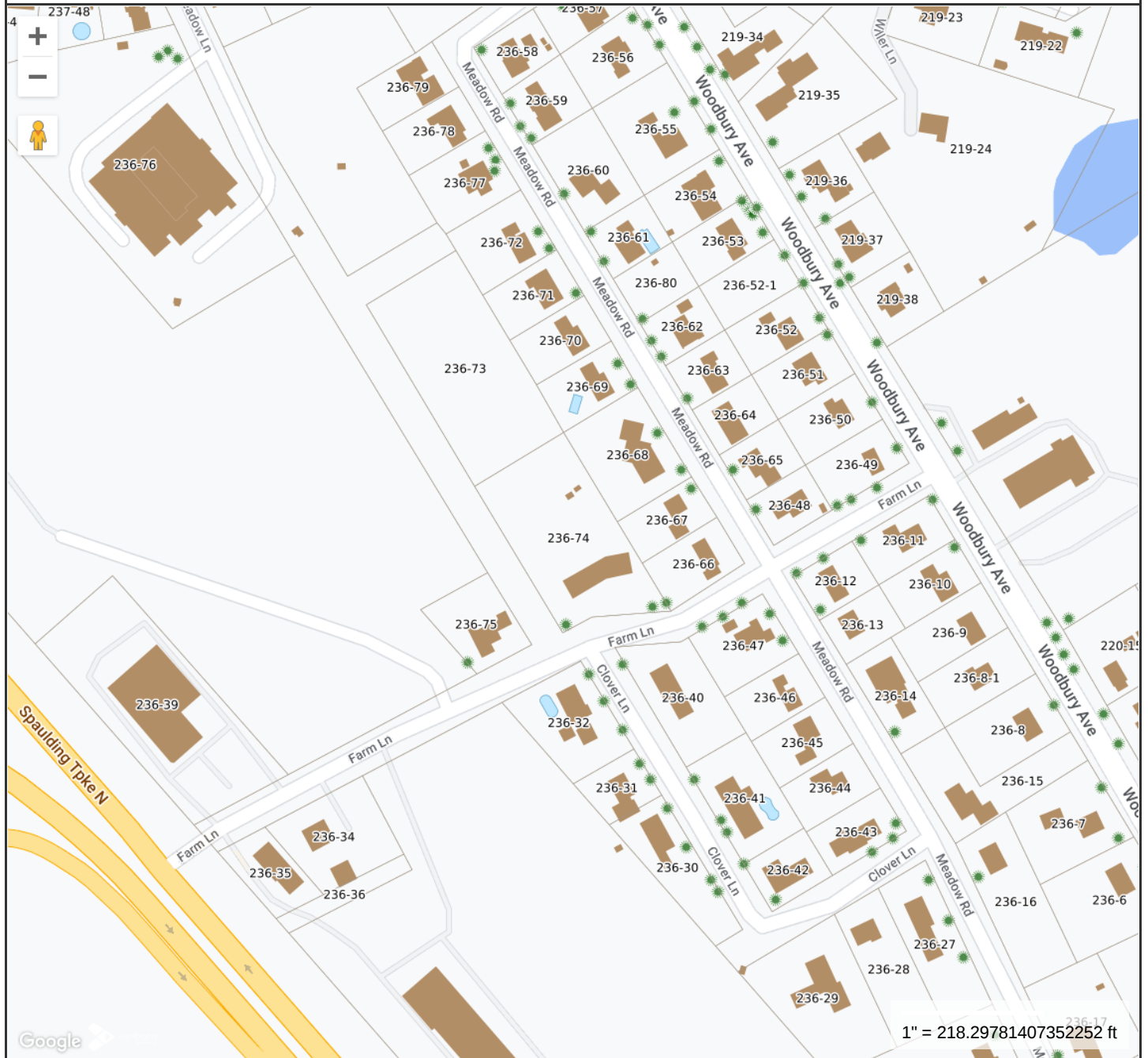
Exhibit D – Deed

Exhibit E – Photographs

Exhibit F- Concept Plan

Exhibit G – Letter from Robert Sullivan, Esq. (1982)

EXHIBIT A



**MAP FOR REFERENCE ONLY
NOT A LEGAL DOCUMENT**

City of Portsmouth, NH makes no claims and no warranties, expressed or implied, concerning the validity or accuracy of the GIS data presented on this map.

Geometry updated 08/24/2023
Data updated 3/9/2022

Print map scale is approximate. Critical layout or measurement activities should not be done using this resource.

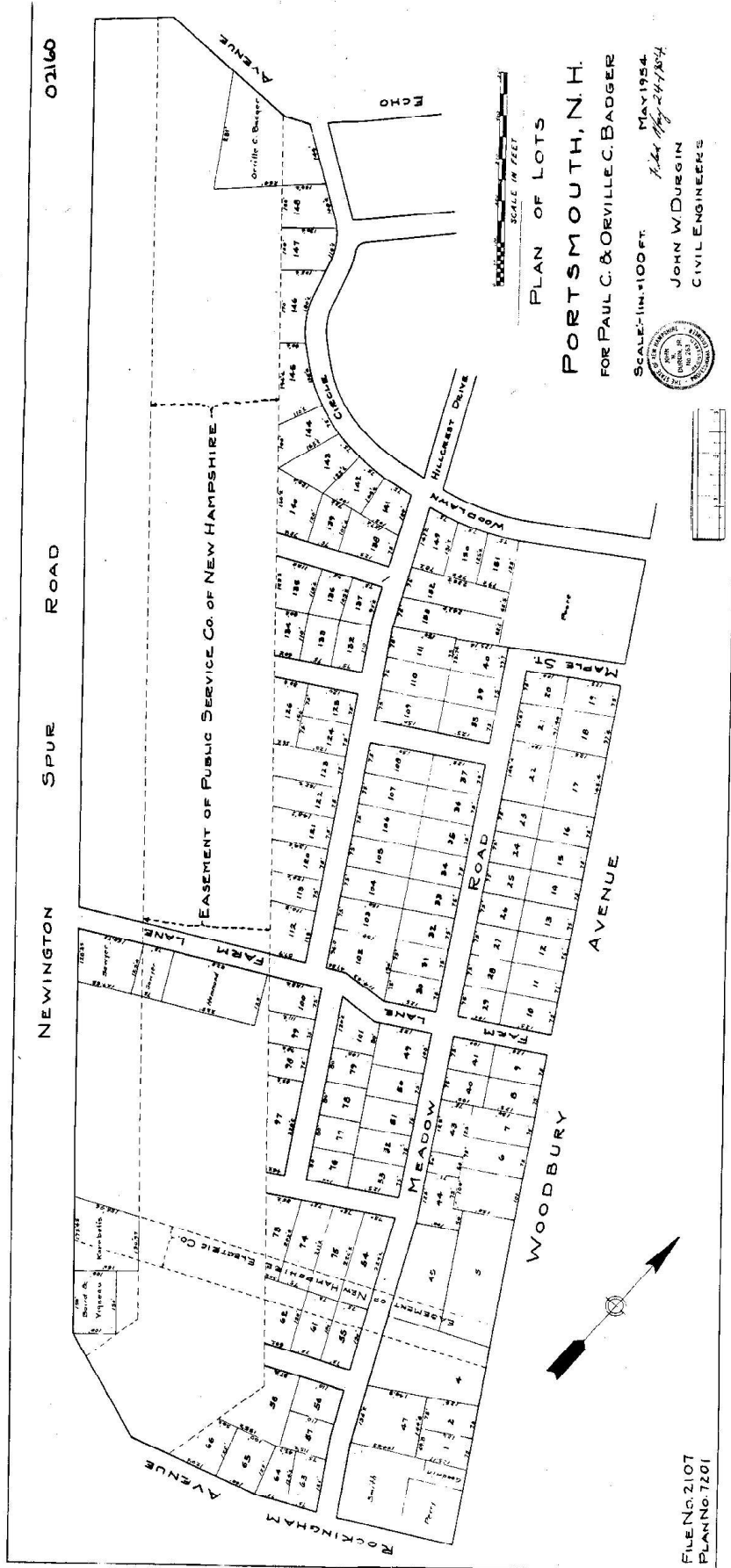
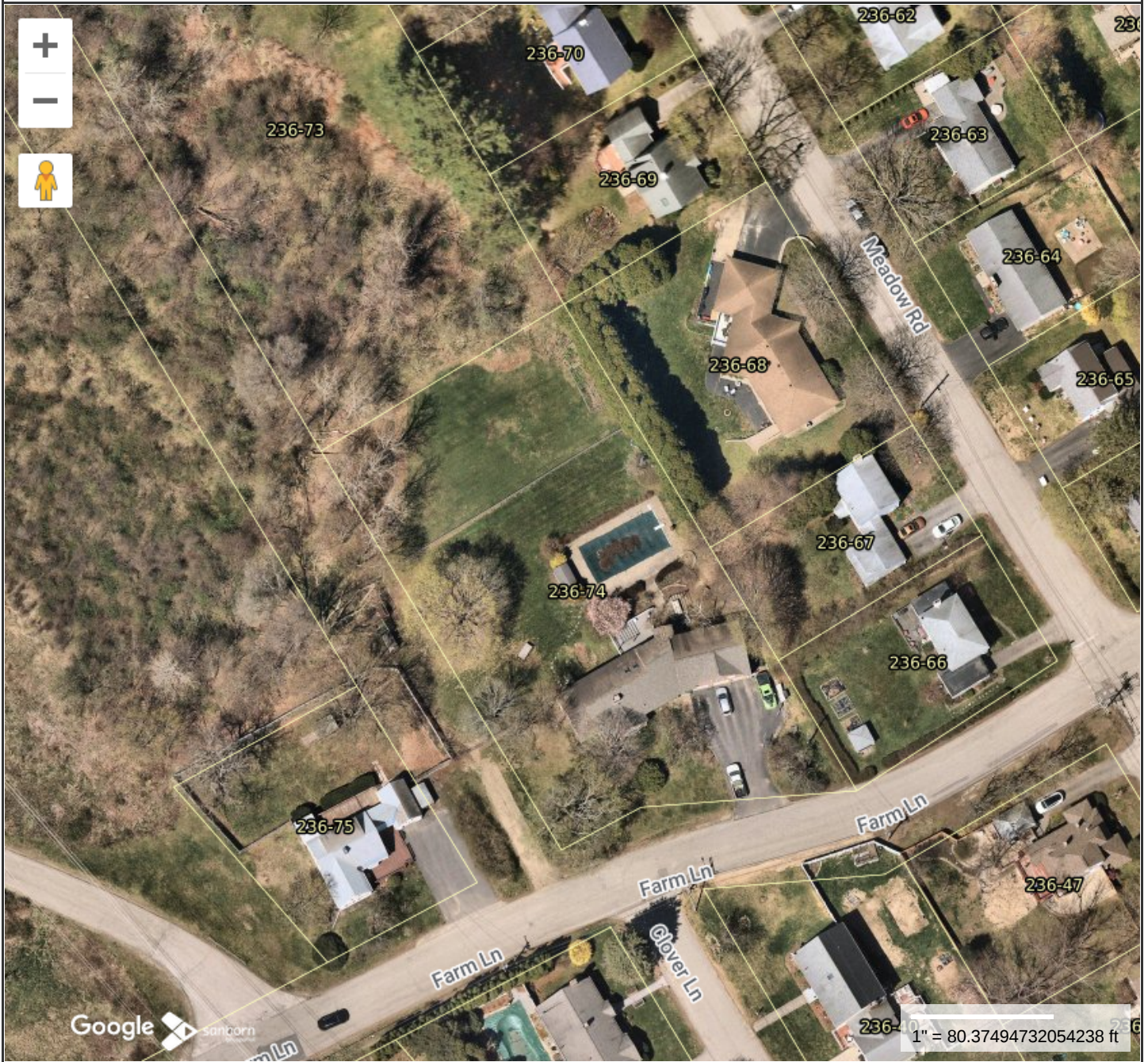


EXHIBIT C



Property Information

Property ID 0219-0004-0000
Location 996 MAPLEWOOD AVE
Owner CHINBURG DEVELOPMENT LLC



**MAP FOR REFERENCE ONLY
NOT A LEGAL DOCUMENT**

City of Portsmouth, NH makes no claims and no warranties, expressed or implied, concerning the validity or accuracy of the GIS data presented on this map.

Geometry updated 08/24/2023
Data updated 3/9/2022

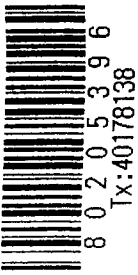
Print map scale is approximate. Critical layout or measurement activities should not be done using this resource.

Please return to:
Jeannette MacDonald
86 Farm Lane
Portsmouth NH 03801



19009276 03/20/2019 12:04:14 PM
Book 5987 Page 348 Page 1 of 2
Register of Deeds, Rockingham County

LCHIP	ROA441434	25.00
TRANSFER TAX	RO086606	40.00
RECORDING		14.00
SURCHARGE		2.00



QUITCLAIM DEED

KNOW ALL BY THESE PRESENTS THAT WE, **MICHAEL MACDONALD** and **JEANNETTE MACDONALD**, husband and wife, with a mailing address of 86 Farm Lane, Portsmouth, New Hampshire 03801 for consideration paid, grant to **JEANNETTE MACDONALD** with a mailing address of 86 Farm Lane, Portsmouth, New Hampshire 03801 with QUITCLAIM COVENANTS,

A certain tract or parcel of land with any improvements thereon situate on Farm Lane, so called, in Portsmouth, Rockingham County, New Hampshire, and shown as Map and Lot 236-74, on a plan entitled "Lot Line Revision 86 Farm Lane & 125 Meadow Road" prepared by James Verra and Associates, Inc., and recorded in the Rockingham County Registry of Deeds as Plan #D-34529, to which reference may be made for a more particular description.

Meaning and intending to describe and convey the same premises conveyed by Jeannette MacDonald to Michael MacDonald and Jeannette MacDonald by warranty deed dated September 11, 2013 and recorded with the Rockingham County Registry of Deeds in Book 5479, Page 2548.

This is a non-contractual transfer for estate planning purposes and is exempt pursuant to RSA 78-B:2 IX.

Witness our hands this 15th day of March 2019.

Michael MacDonald
MICHAEL MACDONALD

Jeannette MacDonald
JEANNETTE MACDONALD

STATE OF NEW HAMPSHIRE
COUNTY OF ROCKINGHAM

On this 15th day of March 2019, personally appeared before me the within named Michael MacDonald and Jeannette MacDonald, known to me or satisfactorily proven, to be the persons whose names are subscribed to the within instrument and acknowledged that they executed the within deed for the purposes therein contained.

Natalie Ann Jacques
Notary Public/Justice of the Peace
My commission expires: May 8, 2019
Deal:



EXHIBIT E



Front View from Farm Lane (South Elevation View)



Front View from Farm Lane (South Elevation View)



**View of Rear Yard from South
(showing portion of paper street formerly known as Longmeadow Lane)**



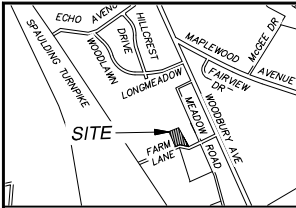
**Alternate View of Rear Yard from South
(showing paper street formerly known as Longmeadow Lane)**



View of Rear Yard from West

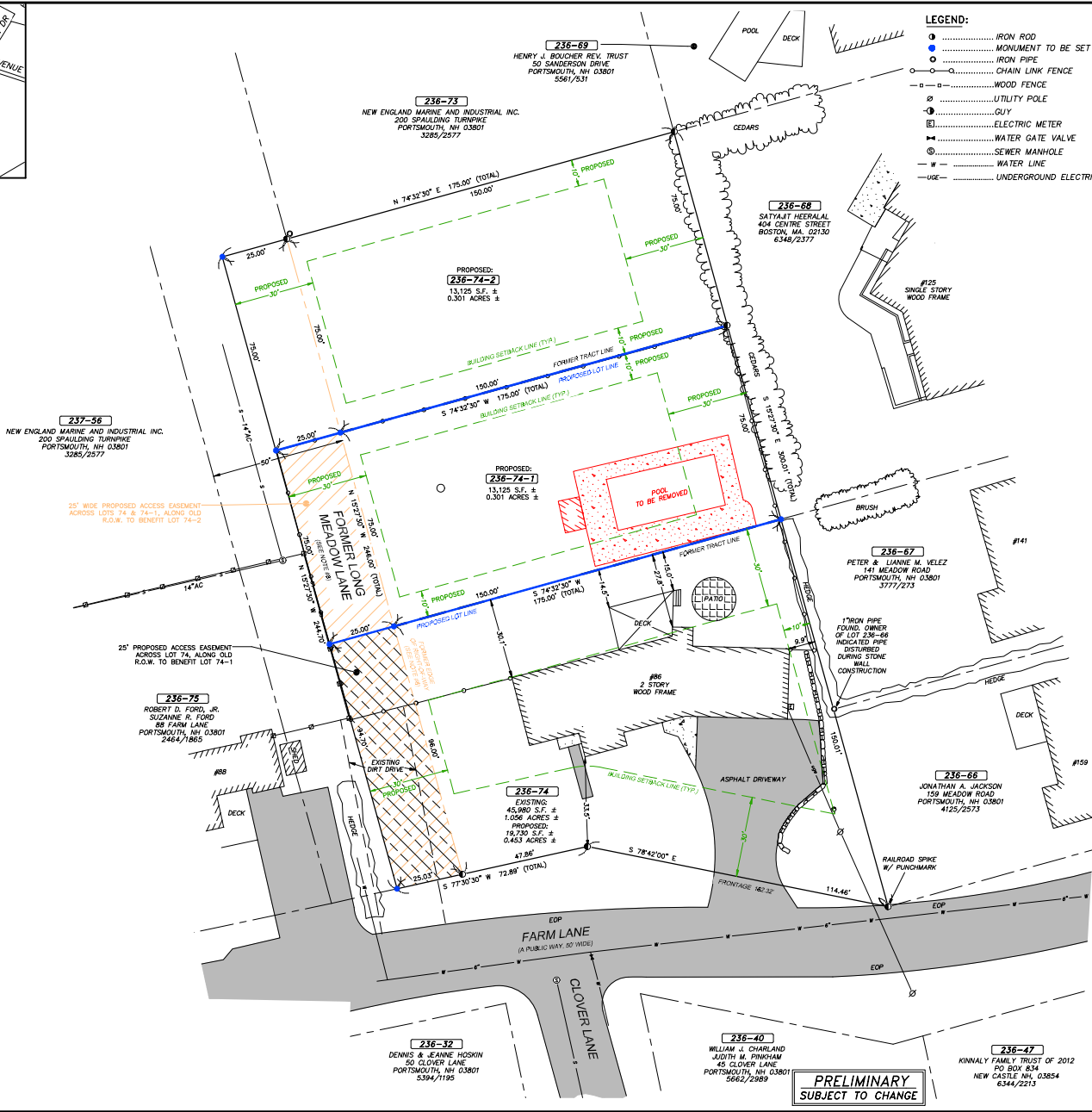


EXHIBIT F



LOCUS
(N.T.S.)

PER REFERENCE PLAN #1



- LEGEND:**
- IRON ROD
 - MOVEMENT TO BE SET
 - CHAIN LINK FENCE
 - WOOD FENCE
 - UTILITY POLE
 - GUY
 - ⊠ ELECTRIC METER
 - ⊠ WATER GATE VALVE
 - WATER LINE
 - SEWER MANHOLE
 - UNDERGROUND ELECTRIC

- NOTES:**
- OWNER OF RECORD: JEANNETTE MACDONALD A/K/A JEANNETTE MCMASTER
ADDRESS: 86 FARM LANE, PORTSMOUTH, NH 03801
DEED REFERENCE: BK: 5987 PG: 348
TAX SHEET / LOT: 236/74
 - ZONED: SINGLE RESIDENCE B (SRB)
MIN. LOT AREA: 15,000 S.F. FRONT YARD SETBACK: 30'
FRONTAGE: 100' SIDE SETBACK: 10'
BUILDING COVERAGE: 20% REAR SETBACK: 30'
MINIMUM OPEN SPACE: 40% LOT DEPTH: 100'
 - THE INTENT OF THIS PLAN IS TO SHOW THE A PROPOSED 3 LOT SUBDIVISION ON THE SUBJECT PARCEL TO CREATE 2 NEW BUILDING LOTS FOR THE PURPOSE OF OBTAINING ZONING VARIANCES TO ALLOW FOR NO FRONTAGE, REDUCED LOT AREA, AND REDUCED SETBACKS. THIS OFFICE HAS NOT UPDATED THE SURVEY, AND IS BASED ON THE PRIOR PLAN OF RECORD BY THIS OFFICE. SEE REFERENCE PLAN #1. SHOULD A VARIANCE BE GRANTED, AN UP-TO-DATE SURVEY WOULD BE PERFORMED PRIOR TO PLANNING BOARD SUBMISSION, AND THE PLAN SUBMITTED FOLLOWING SAID SURVEY MAY BE SUBJECT TO CHANGE.
 - THE LOCATION OF ALL UNDERGROUND UTILITIES SHOWN HEREON ARE APPROXIMATE AND ARE BASED UPON THE FIELD LOCATION OF ALL VISIBLE STRUCTURES (IE CATCH BASINS, MANHOLES, WATER GATES ETC.) AND INFORMATION COMPILED FROM PLANS OF RECORD, AND PLANS PROVIDED BY UTILITY COMPANIES AND GOVERNMENTAL AGENCIES. ALL CONTRACTORS SHOULD NOTIFY, IN WRITING, SAID AGENCIES PRIOR TO ANY EXCAVATION WORK AND CALL DIG-SAFE @ 1-888-DIG-SAFE.
 - HORIZONTAL DATUM: BASED ON REFERENCE PLAN #1.
 - THE PLAN IS BASED UPON REFERENCE PLAN #1, AND UPDATED FIELD SURVEY HAS NOT BEEN PERFORMED.
 - THE PARCEL SHOWN HEREON LIES WITHIN ZONE X (AREA OF MINIMAL FLOOD HAZARD) AS IDENTIFIED ON FLOOD INSURANCE RATE MAP, ROCKINGHAM COUNTY, NEW HAMPSHIRE, MAP NUMBER 330500260F, EFFECTIVE DATE 1/29/2021 BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY.
 - NOTE #5 ON REFERENCE PLAN #1 STATES "UNDER RSA 231:51 & 52, THE RIGHT OF WAY KNOWN AS LONGMEADOW LANE HAS BEEN EXTINGUISHED, LOTS ADJACENT TO SAID STREET MAY HAVE PRIVATE RIGHT OF WAY WITHIN SAID STREET."

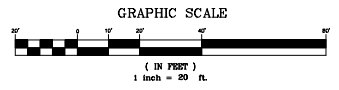
A LETTER FROM CITY ATTORNEY ROBERT P. SULLIVAN DATED OCTOBER 7, 1982 WAS ON FILE WITH THIS OFFICE EXPRESSING THE OPINION OF THE CITY ATTORNEY, THAT THE TARRIED PORTION OF LONGMEADOW ROAD HAS NOT BEEN ACCEPTED AS A PUBLIC STREET, AND THAT THE DIRT PORTION OF LONGMEADOW ROAD HAS NOT BEEN SUBJECT TO ACCEPTANCE. "RSA 231:51 COMES INTO OPERATION AND THE DIRT PORTION OF LONGMEADOW ROAD IS THIS DISCHARGED FROM PUBLIC SERVITUDE BECAUSE TWENTY YEARS HAVE PASSED SINCE ITS DEDICATION WITHOUT IT BEING OPEN, BUILT OR USED FOR PUBLIC TRAVEL."

THIS OFFICE HAS NOT FOUND A DEED, OR QUITE TITLE ACTION CONVEYING TITLE TO OF THE PAPER STREET TO MACDONALD/MCMMASTER OR ANY PREDECESSOR IN TITLE AT THIS TIME. THE PRESUMPTION WOULD BE THAT THE TITLE WOULD REVERT TO THE HIGHWAY'S ARBITERS AND THAT TITLE WOULD EXTEND TO THE CENTERLINE OF THE PAPER STREET. WHILE THE CITY MAY HAVE ACKNOWLEDGE THE PUBLIC RIGHTS TO LONGMEADOW ROAD HAVE BEEN EXTINGUISHED, PRIVATE RIGHTS, RECORDED OR UNRECORDED MAY EXIST.

9. ANY INTEREST IN THE FORMER LONG MEADOW LANE IS INTENDED TO BELONG TO LOTS 74, 74-1 & 74-2 RESPECTIVELY. A CROSS EASEMENT IS PROPOSED ALONG SAID LANE TO BENEFIT THE 2 LOTS NOT FRONTING ON FARM LANE FOR ACCESS.

REFERENCE PLANS

- LOT LINE REVISION, 86 FARM LANE & 125 MEADOW ROAD, ASSESSOR'S PARCELS: 236-74 & 236-66, PORTSMOUTH, NEW HAMPSHIRE, OWNERS: JEANNETTE MACDONALD & WILLIAM A. & CLARIS A. LACEY. LAST REVISED JANUARY 17, 2007 AND PREPARED BY THIS OFFICE. RCRD PLAN #0-34529.
- "LAND IN PORTSMOUTH, N.H. PAUL C. & ORVILLE BADGER TO SAMUEL A. & LUDLIE E. MCMASTER," DATED NOVEMBER 1951, AND PREPARED BY JOHN W. DURGIN C.E. NOT RECORDED, AND ON FILE WITH THIS OFFICE. PG: 2107, EN: 1-25.
- "PLAN OF LOTS, PORTSMOUTH, N.H. FOR PAUL C. & ORVILLE C. BADGER," FILED MAY 24, 1954, AND PREPARED BY JOHN W. DURGIN CIVIL ENGINEERS. RCRD PLAN #02160.



REV. NO.	DATE	DESCRIPTION	APPRD

ZONING BOARD OF ADJUSTMENT EXHIBIT
86 FARM LANE
PORTSMOUTH, NEW HAMPSHIRE
TAX MAP 236 LOT 74
PREPARED FOR & LAND OF:
JEANNETTE MACDONALD A/K/A JEANNETTE MCMASTER



DATE:	05/29/2024
DRAWN BY:	CTD
RFM:	PROJECT MGR
JOB NO.:	23-2113
SCALE:	1" = 20'
DWG. NAME:	23-2113SUB
PLAN NO.:	23-2113SUB
SHEET:	VI_SUB

101 SHATTUCK WAY, SUITE A, NEWINGTON, N.H., 03801-7876 603-436-3557

PRELIMINARY
SUBJECT TO CHANGE

236-47
KINNALY FAMILY TRUST OF 2012
PO BOX 824
NEW CASTLE, NH 03854
6344/2213

236-40
WILLIAM A. CHARLAND
JUDITH M. PINKHAM
45 CLOVER LANE
PORTSMOUTH, NH 03801
5862/2989

236-32
DENNIS & JEANNE HOSKIN
50 CLOVER LANE
PORTSMOUTH, NH 03801
5394/1195

236-75
ROBERT B. FORD, JR.
SUZANNE R. FORD
88 FARM LANE
PORTSMOUTH, NH 03801
2464/1865

236-74
EXISTING:
45,980 S.F. ±
1.056 ACRES ±
PROPOSED:
19,230 S.F. ±
0.453 ACRES ±
47.86'

236-67
PETER & LIANNE M. VELEZ
141 MEADOW ROAD
PORTSMOUTH, NH 03801
3777/2173

236-68
SATYAJIT HEERALL
404 CENTRE STREET
BOSTON, MA 02130
6348/2377

236-69
HENRY J. BOUCHER REV. TRUST
50 SANDERSON DRIVE
PORTSMOUTH, NH 03801
5561/531

236-73
NEW ENGLAND MARINE AND INDUSTRIAL INC.
200 SPALDING TURNPIKE
PORTSMOUTH, NH 03801
3285/2577

237-58
NEW ENGLAND MARINE AND INDUSTRIAL INC.
200 SPALDING TURNPIKE
PORTSMOUTH, NH 03801
3285/2577

236-72-2
PROPOSED:
13,126 S.F. ±
0.301 ACRES ±

236-74-1
PROPOSED:
13,126 S.F. ±
0.301 ACRES ±



EXHIBIT G

COPY

City of Portsmouth, New Hampshire 03801

CITY HALL . . . 126 DANIEL STREET

Legal Department
603-431-2000
Ext. 203 / 204

October 7, 1982

MEMO #82-11

TO: NORMAN AXLER, PLANNING DIRECTOR

FROM: ROBERT P. SULLIVAN, CITY ATTORNEY

RE: BETTY'S DREAM

You have referred to me three questions concerning the above project which I answer as follows:

I. The first question is: Is the Betty's Dream project subject to local zoning regulations? In answer to this first question the applicable facts are contained in a letter to you from Housing Consultant Robert J. Obenland dated September 13, 1982, copy of which has been supplied to me, and a letter from Susan Avery, Planning Director for the New Hampshire Developmental Disabilities Council to Attorney Gerald Taube, a copy of which was received by me on September 24, 1982. These documents indicate that Betty's Dream is a non-profit corporation which proposes to construct a housing project in Portsmouth for the purpose of housing persons with developmental disabilities in accordance with a State plan to provide such services.

As you are aware, within the last two years, the Supreme Court of New Hampshire has decided two cases; Region 10 Client Management, Inc. c. Town of Hampstead, 120 N.H. 885 (1980) and Northern New Hampshire Mental Health Housing, Inc. v. Town of Conway at 121 N.H. 811 (1981), the effect of which cases is to emasculate local zoning control over land use which effectuates a State purpose. In those two cases, local zoning ordinances were specifically overridden to allow for housing of developmentally-impaired individuals and for mentally ill individuals. The Betty's Dream application is not precisely analogous to either Region 10 Client Management application or the Northern New Hampshire Mental Health Housing, Inc. application. However, it is very similar in most material aspects. The housing for developmentally-impaired people

proposed by Betty's Dream is being done under contract with a State agency, New Hampshire Developmental Disabilities Council, pursuant to carrying out a State plan which New Hampshire has become obligated to adopt as a result of the acceptance of federal money for this purpose. As I read the two cited cases, I note that they are written in extremely broad fashion. I note, for example, that in the Northern New Hampshire Mental Health Housing, Inc. case, although the town proved numerous distinctions between the housing for the mentally ill which was proposed for Conway, and the earlier proposal that the Supreme Court had upheld in the Town of Hampstead (Region 10), the Supreme Court summarily dismissed each such distinction. It becomes quite clear in reading the language of the Northern New Hampshire case that the Supreme Court considers the concept embodied in Region 10 to be a broad restriction on local zoning control over land use. A very logical extension of these cases goes beyond housing for any type of disabled person or any type of handicapped person and goes, in fact, to any State purpose whatsoever. On the basis of the foregoing, it is my opinion that the Zoning Ordinance of the City of Portsmouth simply does not apply to Betty's Dream project.

II. The second question which I have been asked concerning the Betty's Dream project is whether or not so-called Longmeadow Road, which is the 100 foot long tarred access point to the New England Fishing Gear property is a "street" within the meaning of Section 10-302 of the Zoning Ordinance such as the frontage requirements of the Subdivision Regulations would be met and further, whether or not the said Longmeadow Road "shall have been accepted or opened, or otherwise received the legal status of a public street" such that the City can grant a building permit under the provisions of RSA 36:26. The definition of "street" in the Zoning Ordinance is quite broad and it is plain that if Longmeadow Road meets the definition of a "public street" as contemplated by RSA 36:26, then perforce, it is a street in terms of the Zoning Ordinance. Therefore, it is only necessary to analyze the RSA 36:26 question alone. This statute requires that Longmeadow Road be a "public street". The statute has been interpreted such that the term "public street" means "streets and highways as defined in RSA 231:1. Blevens v. City of Manchester, 103 N.H. 285 (1961). By recodification of the highway laws, this statute is now identified as RSA 229:1. The applicable portion of this law reads as follows:

"...roads which have been dedicated to the public use and accepted by the city or town in which such roads are located or, roads which have been used as such for public travel other than travel to and from a toll bridge or ferry for twenty years prior to 1968..."


To satisfy the provisions of RSA 36:26, Longmeadow Road must come within this provision. In the case of Betty's Dream, Inc. and Longmeadow Road it appears that the twenty year provision is not met. However, the entirety of Longmeadow Road from Woodlawn Circle through to Farm Lane was apparently dedicated to the City of Portsmouth for public use by the recording in 1954 of a plan identified as "Plan of Lots, Portsmouth, N.H. for Paul C. and Orville Badger, John W. Durgin, Civil Engineers", which plan was recorded in the Rockingham County Registry of Deeds in Plat Book 66 at page 15 and the subsequent sale of at least two lots from that plan. This recording constitutes a dedication of the street property pursuant to RSA 231:51. RSA 229:1 would then require that the property underlying the road be accepted in some fashion or another by the municipality in order for the public servitude to arise. On this question of acceptance I have examined City records to determine whether or not there was ever a formal acceptance by the City Council of Longmeadow Road, and I find that no such formal acceptance has ever occurred. However, the statutory provisions and the case law allow that dedication of a road to public servitude may be accepted by implication as well as by express act of the City. See Stevens v. Nashua, 46 N.H. 192 (1865). On the question of such acceptance I discussed the matter with Keith Noyes of the City Engineering Department and with a long-time resident of Woodlawn Circle residing in the area of Longmeadow Road. I am informed by both of these people that at least since 1958 the tarred portion of Longmeadow Road has been at all times utilized as a public highway by citizens of the City. Mr. Noyes states that to the best of his investigation the City has treated approximately the first 100 feet of Longmeadow Road from Woodlawn Circle as being a public highway from that time to the present. Snow plowing, for example, has been done for that time. The 100 feet roughly corresponds to that portion of Longmeadow Road which is now tarred. On the basis of the foregoing, I am of the opinion that the RSA 36:26 requirement that Longmeadow Road be a public street before a building permit could be issued for Betty's Dream has been met and that perforce, that portion of Longmeadow Road is also a street within the meaning of our local Zoning Ordinance such that frontage requirements are satisfied.

III. The third question which I have been asked is a request to determine the status of the non-tarred portion of Longmeadow Road as indicated on the 1954 plan. This is a far more open question than that answer under II. To begin with, it is quite clear that whatever dedication occurred as a result of the recording of the 1954 plan and the sale of lots thereon, occurred not only to the tarred portion of Longmeadow Road, but to the entire Longmeadow Road going through from Woodlawn Circle to Farm Lane. As I noted earlier, no portion of Longmeadow Road was at any time expressly accepted by the municipality. Therefore, whether or not an acceptance has ever occurred of the dirt portions of Longmeadow Road is a question of fact to be determined basically by an answer to the question of whether or not such dirt portion was "built or used for public travel within twenty years from such dedication", RSA 231:51. I am informed

by Mr. Noyes that Public Works does not consider the dirt portion of Longmeadow Road to have been accepted by the municipality; it is not maintained or plowed by the City. However, I understand that on numerous occasions since 1958, various individuals have been observed using the dirt portion of Longmeadow Road for one purpose or another. The use of this dirt portion of the road could be sufficient to maintain some form of servitude less than acceptance of the dirt portion as a public highway. I believe that the case which governs the answer to this question is Young v. Prenderville, 112 N.H. 190. This case stands for the proposition that indefinite and occasional public use of such a paper street as the dirt portion of Longmeadow Road after its dedication is insufficient to constitute public acceptance of the street. It seems, therefore, that whereas the municipality and the public-at-large has treated the tarred portion of Longmeadow Road as having been accepted virtually since its dedication, neither the municipality nor the public-at-large have made the same use of the dirt portion of Longmeadow Road.

Therefore, it is my opinion as indicated in II herein that while the tarred portion of Longmeadow Road has been accepted and is thus a public street within the meaning of RSA 36:26 and a public highway generally, the dirt portion of Longmeadow Road has not been subject to acceptance. This being true, RSA 231:51 comes into operation and the dirt portion of Longmeadow Road is thus discharged from public servitude because twenty years have passed since its dedication without it being open, built, or used for public travel.

I note for the benefit of those individuals who live in the area of Longmeadow Road, however, that simply because Longmeadow Road does not rise to the level of a public street or highway does not mean that individuals who have been using that property for some particular purpose for sufficient length of time, do not have some interest to continue such use of the property. This, however is a question to be decided between those individuals and the current owner of the property underlying the dedicated portion of Longmeadow Road. It is not subject matter in which the City should be involved.



Robert P. Sullivan,
City Attorney

RPS:bh

July 10, 2024

Dear Councilor,

We are residents of Islington Creek asking for your help with a matter of concern to our neighborhood involving 361 Hanover Street, formerly the site of Heinemann Publishing.

We and our neighbors are an eclectic but organized group, ranging from young families recently settled here, to longtime residents who were part of the City's first wave of historic preservation nearly half a century ago. It is also important for you to know who we are not: we are not anti-development, anti-housing or NIMBY naysayers. In a recent private meeting, a City staffer mischaracterized the concern we briefly outline below as just another manifestation of "old Portsmouth vs. new Portsmouth." That is inaccurate.

Instead, we are concerned about promises made and broken by City officials regarding the CD5 Character-based Zoning with the Downtown Overlay designation of 361 Hanover Street. CD5 is the densest designation available and permits, for example, development of a 500-person hotel or a nightclub in the center of our historic neighborhood comprised predominantly by 1-2 story single family homes.

For years, residents of our neighborhood worked with City staff to develop and advance a zoning amendment to align the 361 Hanover property with the City's asserted commitment to transitional character zoning. In January 2020, the Planning Board unanimously voted to hold a public hearing on our requested amendment to rezone 361 Hanover to a more appropriate transitional zoning of CD4-L1 or CD4-L2. When COVID delayed that meeting, City staff assured us that our amendment would be advanced when the moment was right. When City business resumed, the Planning Board stated on the record that our proposal was a top priority. We were persistent; City staff said we should be patient. So, we waited for the public meeting to appear on the Planning Board Meeting Agenda. When it didn't appear on the list after many months, we reached out to ask if it would be on the list soon. City staff told us to wait. We waited and waited.

Then, in April 2024, it was too late. At the April 26 Planning Board meeting, former City planner Nick Cracknell, acting on behalf of Hampshire Development Corp., presented a design plan for development of 361 Hanover. Mr. Cracknell began his presentation by acknowledging that the City got the zoning for that lot "wrong." He then described the proposed development, implying that it was the best our neighborhood can hope for given the CD5/Downtown zoning. The Planning Board accepted the application for design review in May 2024, vesting the zoning.

At that May 2024 Planning Board meeting, we questioned why our request to be heard on our zoning amendment proposal never happened, despite a unanimous vote by the Planning Board for a public meeting. A Planning Board member responded by suggesting that we sat on our right to petition the City Council for a zoning change.

We did not sit on our rights. We relied, to our detriment, on promises made to us by the City. Now, City staff tell us that they are sorry, but “there really isn’t anything more [they] can do regarding this failed zoning amendment.” To be clear: Our zoning amendment did not “fail” -- it never saw the light of day. We were placated and the proposal was buried. And now, our legitimate concerns about this have been mischaracterized as NIMBYism.

We need your help holding the City to its promise of an appropriate transition between historic neighborhoods like ours and the encroaching urban landscape. To that end, we seek your advocacy for our neighborhood, including but not limited to defending our interests in connection with various agreements the City may enter into with the developer such as potential license agreements, land swaps, or easements which could impact the public’s right to access public portions of this property.

Thank you,

Sean Caughran & Marcie Vaughan, 407 Hanover Street

Robin Husslage, 27 Rock Street

Karina Quintans, 51 McDonough Street

Nicole LaPierre, 44 Rock Street

received
7/11/24

38 South Street
Portsmouth, NH

July 10, 2024

City Council
1 Junkins Avenue
Portsmouth, NH 03801

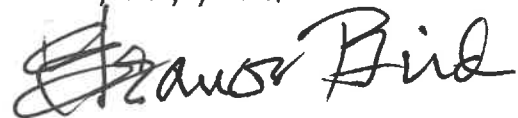
To the City Counselors,

The cities' Independence Day celebration has become a problem for dog owners. My dog is very stressed by the noise of the explosions.

It is necessary to take "Dickens" out of Portsmouth before the explosions are set off.

May I suggest that next year we commemorate Independence Day with sky rockets ?

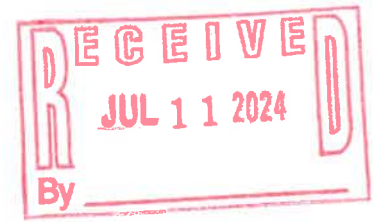
Very truly yours,



Eleanor Bird

July 3, 2024

To: Monte Bonahan, communications dir., City of Portsmouth, nh
mbonahan@cityofportsmouth.com



Dear Monte,

We meet again! At the Music Hall where you worked in communications, while I volunteered since 1987, and now you have the same role in the City Hall! Congratulations! Your pictures always look so happy! I hope you are!

This time I come to plead for mercy, in the name of Connors Cottage residents. Where I, and my neighbors live.

The extension project for the police station, if located where it is planned, will directly affect us. Not a small matter.

The letter I sent to Portsmouth Herald editor, printed on 7/14, addressed the aesthetics of the project, one paragraph (cited here again): "It would block the only such view of the city, from the only hill, where people climb walk or drive to paint, photograph, take their daily jaunt for a dose of beauty, picnic under the tree or sit on the bench to imbibe the atmosphere. Plenty of tourists and locals visit this very location to admire the city, or enjoy the unique Farmer's Market location." And I would add to that, the beautiful view of our historic building from below the hill as well.

BUT THE MOST THREATENING fact: is that WE residents, would be the most harmed. We would be on an island with construction going on both sides of our building (as they enlarge Lincoln street on the other side), dust, noise, constant disruption all day, stress, for, I understand, many months, if not years.

This could cause major health problems, from asthma, bronchial, allergy, stress, on TOP OF THE HEAT from global warming that everyone is subjected to. One has to be 62 yrs old to live here, but expect a full life for well into our advanced 90's- God willing! I'll share that when the City replaced the parking lot, and all the underground plumbing, right under my window, for a full month of torture, I lost 20 lbs from the stress. It is doctor documented, with many test copayments. I do not want to go through that again, nor spend the money.

Further more, I don't understand how the **HISTORIC DISTRICT COMMISSION (HDC)** would allow this to happen. We could not get our windows replaced, until they all blew in on one side (**THE NORTH EAST SIDE** where I live), and left us with snow drifts inside our apartments, because of the HDC objection to updating the windows..

And we can't go ahead with a handicap lift on the side of our parking lot, yet, because of architectural demands by the HDC. This, after people trip on the high concrete steps frequently, resulting in a concussion for one person.

WHAT IS MORE IMPORTANT? Humans or building? There are other locations where the police station could be moved, with less construction, and save all the money you aim to save. Example: The Campus location, and many others, without jeopardizing the health of Connors Cottage residents (20 apartments, some containing couples).

Some residents here, that are not able to attend the City Council meetings, have asked if the city could have a representative come and speak to the residents here, since we are on the frontline of this decision.

Thank you for listening, and more importantly for taking our health/lives/wellbeing into consideration. Feel free to share this letter.



So sincerely, Lucille (known as Lucie) Therrien,
Connors Cottage, tel 603 430 9524 email lucilletherrien75@gmail.com

cc: our respected mayor Deaglan McEachern mayor@cityofportsmouth.com

cc: for the City Council city Clerk Kelli Barnaby klbarnaby@cityofportsmouth.com (I understand it's too late for 7/15, but could be presented at the 8/5/2024 meeting)

cc: Jessica Griffin, office of the city Manager jsgriffin@cityofportsmouth.com

cc: city Manager Joanna, Diemer jdiemer@cityofportsmouth.com

cc: Izac Gilbo, City of Portsmouth Historic District planning, liaison
igilbo@cityofportsmouth.com

cc: Craig Welch, Ex. Dir, of Portsmouth Housing CraigWelch@nh-pha.com

cc: Mark Newport, chief of Police, hand delivered.

cc: Monte Bonahan, communications Dir., city of Portsmouth
mbonahan@cityofportsmouth.com

PLEASE TAKE THE TIME TO READ THESE PAGES

**THEY CONCERN OUR WELLBEING DURING THE POLICE
STATION EXTENSION**

**If YOU OBJECT TO ITS BEING DONE IN OUR YARD, HELP BY
SIGNING BELOW. JULY 2024**

Rachel Leah



Ruth Fitzgerald

Judith Della Pasqua

Ashley O'Donnell

Gance Vito

Luisa Bourrier

P. ~~Wright~~

Patricia Deen - Flynn

see next blank page.



Merill Aharonian

Marie Belmont

June Elizabeth Paine

Penrice Allen

Russell Aharonian

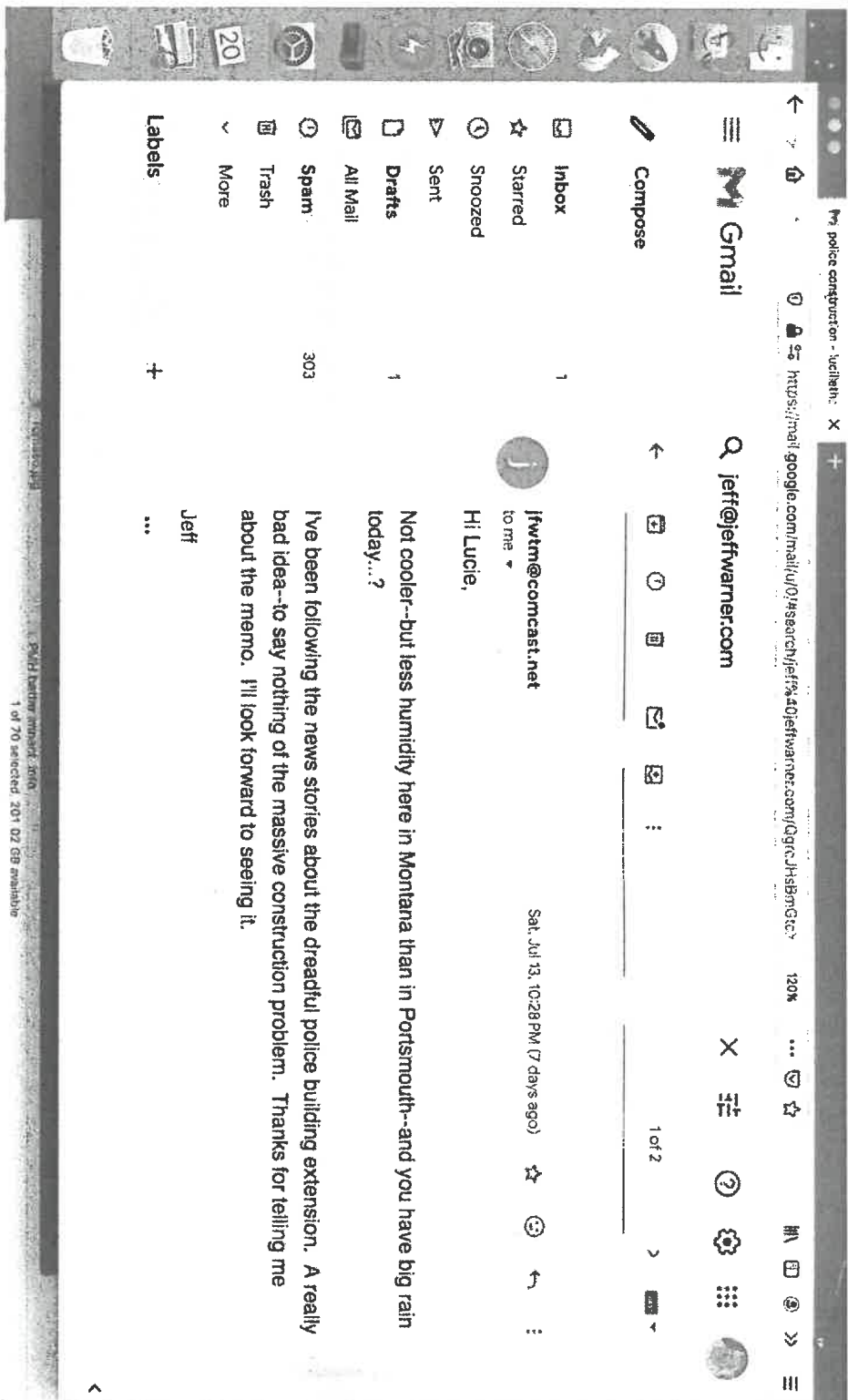
Pat Consequence

PATRICIA ROBINSON

Myra Brookbank

Gaul Bemier

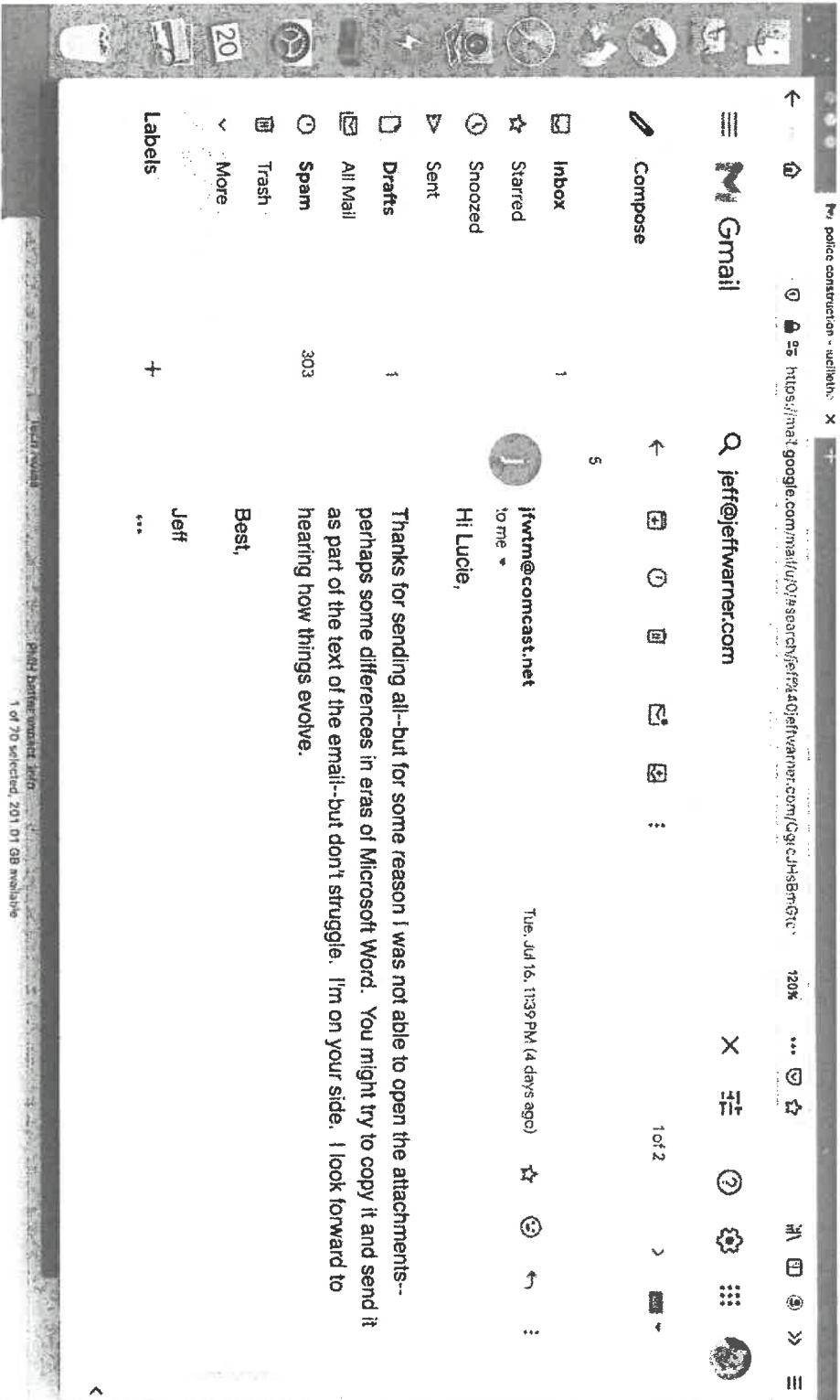
Pat Tatso



Not cooler--but less humidity here in Montana than in Portsmouth--and you have big rain today...?
I've been following the news stories about the dreadful police building extension. A really bad idea--to say nothing of the massive construction problem. Thanks for telling me about the memo. I'll look forward to seeing it.

Labels: + Jeff ...

Jeff Warner
Corinna Cottage
Debbie Warner



Jeff Warner, Comcast College Bookst

Power 2001 reverse

From: Abigail Gindele <agindele@gmail.com>
To: Mayor Deaglan McEachern
Sent: Saturday, July 20, 2024 3:56 PM EDT
Subject: We need ecological mosquito management by eliminating the use of pesticides that threaten mosquito predators!

Dear Mayor Deaglan McEachern,

Mosquito season is upon us, and to many that means spraying pesticides to kill them. However, not only is spraying flying mosquitoes the most ineffective way to prevent mosquito problems, but it is also counterproductive because it eliminates some of our most attractive and helpful allies—birds. Most songbirds eat insects at some stage of their life. Many birds who eat seeds or nectar feed insects to their young, including flying insects that may be bothersome—like mosquitoes or flies. Altogether, birds consume as many as 20 quadrillion individual insects, totaling 400-500 million metric tons, per year.

Mosquito-eating birds include many well-known residents of our communities. They include, for example, wood ducks, phoebes and other flycatchers, bluebirds, cardinals, downy woodpeckers, swallows, swifts, robins, orioles, wrens, great tits, warblers, nuthatches, hummingbirds, red-winged blackbirds, grackles, chickadees, sparrows, nighthawks, and even the much-maligned starlings.

On the other hand, insectivorous birds are threatened directly by pesticide use and indirectly by the loss of their prey. In 1962, Rachel Carson drew attention to the poisoning of songbirds in her book *Silent Spring*. Despite restrictions on the organochlorines used in 1962, over three billion birds, or 29% of 1970s numbers have been lost in North America over the last 50 years. Research shows that 57% of bird species are in decline, and mosquito-eating birds lead the list. Ninety percent of all declines were within 12 bird families including sparrows, warblers, blackbirds, larks, sparrows, swallows, nightjars, swifts, finches, flycatchers, starlings, and thrushes. Please note the overlap with mosquito-eating birds. Only waterfowl and wetland bird species show any increase.

Meanwhile, the world is experiencing an insect apocalypse. Recent research has found dramatic drops in overall insect abundance, with leading entomologists identifying steep declines in insect populations. Various studies have found reductions of up to a factor of 60 over the past 40 years—there were 60 times as many insects in some locations in the 1970s. Insect abundance has declined more than 75% over the last 29 years, according to research published by European scientists.

Insectivorous birds are an essential part of global food webs that bring balance to ecological communities, but birds are not the only insectivores to feed on mosquitoes. Animals who contribute to maintaining ecological balance by consuming mosquito larvae and adults include insects, spiders, fish, amphibians, and bats. All are threatened by pesticides.

The use of pesticides that threaten birds and others who consume mosquitoes is not consistent with the ecological management of mosquitoes.

Please eliminate the use in our city of pesticides that imperil birds, other mosquito predators, and their insect food supply. Please adopt biodiversity conservation goals that include: (1) ecological mosquito management including measures that recognize the benefit of preventive strategies, which establish source reduction programs that manage breeding sites on public lands and educate on the management of private lands, employ programs for larval management with biological controls, and eliminate the use of toxic pesticides; (2) prohibition of systemic insecticides and treated seeds, including neonicotinoids; and (3) land management on public lands--including hospitals, higher education institutions, schools, and parks--using regenerative organic principles and organic certified practices and products, to transition to a viable organic system that prioritizes long-term health of the public, ecology, and economy.

Thank you.

Sincerely,
Ms. Abigail Gindele
229 Clinton St Portsmouth, NH 03801-3612
agindele@gmail.com



CITY OF PORTSMOUTH, N.H.
BOARDS AND COMMISSIONS

APPOINTMENT APPLICATION

Instructions: Please print or type and complete all information.
Please submit resume' along with this application.



Committee: Recreation Board

Name: Scott Chaudoin Telephone: 617 312 1043

Could you be contacted at work? YES NO If so, telephone# _____

Street address: 76 Sunset Road, Portsmouth NH 03801

Mailing address (if different): _____

Email address (for clerk's office communication): thechaudoins@yahoo.com

How long have you been a resident of Portsmouth? 4 years

Occupational background:

Consumer products marketing, sales and general management at companies like Gillette and Keurig. I am currently semi-retired and run a small internet ecommerce business from my home. In addition, several years back I was on the board of the Water Quality Association of America (WQA).

Please list experience you have in respect to this Board/Commission:

It was not in Portsmouth (I raised my kids in Mass) but I was very involved in our towns youth sports. I coached pretty much any sport you can think of: soccer, lacrosse, baseball, basketball. So I love sports and seeing kids involved in teams and having fun. Here in Portsmouth I have volunteered at Connie Bean (with Jamie) and the Senior Center (with Nicole). I also am a member of the town indoor pool and a user of pickleball courts.

➔ OVER

Have you contacted the chair of the Board/Commission to determine the time commitment involved? YES NO

Would you be able to commit to attending all meetings? YES NO

Reasons for wishing to serve: _____

1. I have a passion for sports and recreation and I have the time and experiences to help the recreation department in its support of the town of Portsmouth and its citizens.
2. I am a user of the recreation department facilities so I will have experiences to draw from.
3. One of my new, favorite sayings is "The purpose of life is to contribute in some way to make things better".

Please list any organizations, groups, or other committees you are involved in:

~~I just participated in the 'Portsmouth Listens' sessions on housing in Portsmouth. I am currently working to stay involved in addressing housing in Portsmouth but do not have an official role.~~

Please list two character references not related to you or city staff members:
(Portsmouth references preferred)

1) Don Brabant (Audit committee) 579 Sagamore Street Unit 52 603 591 7903
Name, address, telephone number

2) Peter Loughlin 336 Thaxter Road 603 828 7871
Name, address, telephone number

BY SUBMITTING THIS APPLICATION YOU UNDERSTAND THAT:

1. This application is for consideration and does not mean you will necessarily be appointed to this Board/Commission; and
2. The Mayor will review your application, may contact you, check your references, and determine any potential conflict of interests; and
3. This application may be forwarded to the City Council for consideration at the Mayor's discretion; and
4. If this application is forwarded to the City Council, they may consider the application and vote on it at the next scheduled meeting.
5. Application will be kept on file for one year from date of receipt.

Signature: Scott Chaudoin Date: 3/19/24

If you do not receive the appointment you are requesting, would you be interested in serving on another board or commission? Yes^{xxx} No

Please submit application to the City Clerks Office, 1 Junkins Avenue, Portsmouth, NH 03801

SCOTT A. CHAUDOIN

Cell Phone: 617 312 1043 Email: Scott.A.Chaudoine@gmail.com

Marketing & Sales Executive – Consumer Products

Proven leader in marketing and sales with experience spanning the consumer packaged goods, healthcare, appliances, sporting goods, and pharmaceuticals industries. Top performer leveraging strategic and innovative solutions to drive profitable revenue growth in highly competitive markets. Served B2C and B2B segments. Passionate about leading and developing cross functional teams that execute flawlessly in order to deliver results.

Strategic planning	Marketing planning	Consumer Insights
Product development	New product launches	Advertising development
Media planning	E-Commerce	Retail execution

I. Teaching Section

1. BABSON COLLEGE: Wellesley, MA (2007-2008)

Adjunct Professor-Marketing, Olin School of Management

MBA students: *Advanced Business Leadership*. Undergraduate students: *Marketing Communications*.

2. BOSTON COLLEGE: Boston, MA (2007)

Adjunct Professor-Marketing, Carroll School of Management

Undergraduate students: *Consumer Behavior*.

3. BRAND LEARNING, INC. (2007-2009) www.brandlearning.com

Consultant/Trainer

Developed and delivered world-class marketing capability programs for this UK based company. B2C and B2B clients include: Philips (Marketing Planning), Sara Lee (Consumer Communication), Reckitt Benckiser (Consumer Claims), Novo Nordisk (Strategic Planning), Astra Zeneca (Branding).

II. Corporate Section

1. INSPIRED VENTURES LLC, Portsmouth, NH (July 2021-Current)

E-Commerce distributor of hot glue guns, hot glue sticks and other crafting products under the brand 'MakersLife®'

Senior Partner

Some highlights include:

- Created the brand 'MakersLife®', Five crafting products launched on Amazon.

2. ADHESIVE TECHNOLOGIES, Inc., Hampton, NH (July 2019-June 2021)

Manufacture/distributor of hot glue guns and hot glue sticks for consumers and industrial products: US, CA, UK, EU

Executive Vice President of Marketing and Sales-Consumer

Some highlights include:

- *Strategy*: Led the development of 3 year strategic plan. The brands first annual marketing plan

- *Marketing*:

New Products: Leveraged consumer research and customer feedback and developed and launched two new products in just 4 months that were instrumental in increasing distribution at Walmart: increased store count 10%. All other key craft retailers achieved acceptance and bullseye placement. Launch March 2021.

Branding: Developed and executed updated packaging graphics so that the AdTech brand had a consistent look across all retailers/e-commerce and all product categories.

Website: Initiated update to company consumer facing website. Improving weekly visits, organize search results, load times, session duration, bounce rate, site logic and conversion to sales

E-commerce: Dramatically increased year on year profits from e-commerce/Amazon-US. +115%.

Updated listings optimized for key words and Amazon algorithms, uploaded impactful images and videos to improve placement in organic search, invested in Pay Per Click which returned an outstanding 28% ROI (\$1 invested pays back in 10 months). Launched 2 new items via Amazon 'FBA'.

- *Sales*:

Walmart: Repaired a broke relationship with Walmart buying team. Hired new full service broker after extensive search. Results: Trained store POS +12% In-full shipments at 98.7%. Store count: +10%

Walmart.com: +122% year on year.

SKU rationalization: Drove increased sales while reducing SKU count from 164 to 72.

Forecasting: Improved accuracy by 12% leading to Inventory reduced from 12 weeks on hand to 8.

3. HELEN OF TROY, INC, Marlboro, MA (June 2015-June 2019)

An international corporation which owns or licenses brands such as, PUR, HydroFlask, OXO, Braun, Honeywell.

Marketing Director: PUR

Some highlights include:

- Strategy: led the creation of the brands first 5 year OGSM as well as developed and instituted the brands first annual marketing plan and key account planning processes.
- Marketing:
 - Completed first ever consumer segmentation
 - New Products: developed and launched two new products (new faucet mounted systems and new pitcher and filter certified to remove lead). Faucet Shares rose +2pts to 76%. Pitcher shares rose 5pts to 20%.
 - New Product Road Map supporting 4 key initiatives across Faucet filtration, Pitcher filtration, and new adjacencies. Developed forecast by SKU/by customer.
- Sales: Marketing lead on all PUR sales calls: Walmart, Target, Costco, Amazon, Home Depot, Lowes. Leadership role in 'Brand Protection'. Updated distribution agreements to limit 3P sales on Amazon, MAP pricing planning/implementation. Developed Club channel strategy.
- Consumer Insights: Leader of all new product research (qualitative & quantitative).

4. OLIVIO PREMIUM PRODUCTS, INC. Boston , MA (May-July 2014)

A small food company that provides margarine and related products

General Manager/Consultant

As a consultant to the CEO, delivered marketing and operations expertise and improvements in a short assignment. Some highlights include:

- Strategy: led the creation of the companies first 5 year operating system (mission, frame of reference, key objectives, key strategies), developed new product evaluation process.
- Marketing: complete review of digital strategy and performance leading to updated strategy and execution (updated web site, collect user contact data, added video content, reduced bounce rate)
- Finance: worked with Finance VP to update performance tracking, reviewed customer P&Ls and developed plan to significantly increase profit margins
- Sales: led the creation of promotional evaluation tool/template, devised club strategy, and identified improvements to account planning and execution.

5. KEURIG/GREEN MOUNTAIN COFFEE ROASTERS, INC. Reading , MA (2010-2014)

A leader in specialty coffee and coffee makers with revenue of \$4.4b

Senior Director, Core Business Systems (2012-2014)

Led strategic planning, product development, marketing planning and P&L management for Keurig's existing brewers. Cross functional B2C and B2B team leader of key functions to include: finance, consumer insights, demand/supply planning, sales strategy, program management, engineering, digital marketing, ecommerce, and marketing services. Business revenue is about \$1.6b and +15% in 2013.

Director of Marketing & Sales - Canada (2010-2011).

Marketing and sales responsibility for the At Home range of products (Brewers, Accessories and K-Cups) in the Retail/non grocery class of trade in Canada. Managed local distributor (Anglo Canada). Business revenue was approximately \$0.2b and growing 60% year on year.

Strategy Highlights: (2010-2014)

- Led \$70mm in marketing plan development to support the brand and drive consumption. Results in Q4 '13: POS +20% versus YAGO and 10% higher than plan. Full fiscal 2014 overachieve budget by 10%. Examples: TV media & creative, digital media & creative, promotions, e-commerce, multi-channel pricing and social media
- Initiated and led a cross functional team in the development of Keurig's global market expansion strategy which evaluated 50+ markets and created an aligned 5 year rollout plan
- New product innovation: co-wrote Keurig stage gate process, Program Charter template used as company standard

- Oversaw the 12 month product forecast by SKU/by customer and increased forecast accuracy from 74% to 89% in 12 months.
- Presented business performance and strategic issues to CEO and Executive Leadership team monthly.
- Established as Keurig/GMCR leader of project Rivo which is a partnership with Italian coffee company Lavazza to bring single serve leadership to the espresso category. Managed next generation innovation strategy, product development, beverage expansion strategy, consumer insights as well as day to day marketing planning and execution.

Execution Highlights: : (2010-2014)

- Selected by division President to lead two initiatives post 2013 reorganization: how to improve decision making (key output is launching monthly Leadership Decision Meetings), how to clarify roles & responsibilities (key output is mapping key processes via the RACSI model.)
- Initiated, created and executed marketing and sales go-to-market process improvements branded 'The Keurig Way' (e.g. innovation, marketing planning, integrated annual business planning, pricing approval, agency management).
- Led cross functional team on product charter and product development activities for European entry in 2014.
- Canada Initiatives:
 - Achieved #1 brewer in Canada with 39% dollar share (up from #5 brewer and 11% share YAGO).

6. BT WORKS, LLC. (2007-2009)

President/Founder

Marketing consultant specializing in adding value to B2C or B2B companies by infusing consumer products marketing experience in strategic road map, marketing plan development, marketing plan development, new product launches, pricing strategy, and integrated marketing communication.

- Established a two year marketing plan for a Bain Capital funded start-up (focus: strategies for product, pricing, distribution, communication).

7. PROCTER & GAMBLE, INC. Boston, MA (2005-2006)

Marketing Director, Commercial Operations - Oral-B Power Oral Care

Managed every aspect of marketing plan development & execution for the North American power oral care business. Product portfolio included 5 brands across 3 product categories. B2C B2B.

8. THE GILLETTE COMPANY Boston, MA (1991-2005)

Marketing Manager - Oral-B Premium Power Oral Care (1999-2005)

Directed every aspect of the marketing plan development and execution for the North American premium power (\$60+) oral care business. Product portfolio includes 3 brands across 2 product categories.

Business Manager, Global Business Management – Male Toiletries (1997-1999)

Responsible for global strategy (product, pricing, promotion/advertising), financial planning, product and packaging development and advertising development. Portfolio consisted of 2 brands across 4 product categories.

Other: Product Manager Gillette Toiletries; Field Marketing Manager; Associate/Assistant Product Manager Blade/Razors.

III. Personal Education Section

UNIVERSITY OF NOTRE DAME: South Bend, IN

Bachelor of Business Administration, Marketing focus.

BABSON GRADUATE SCHOOL OF BUSINESS: Wellesley, MA

Master in Business Administration. International Marketing focus.

IV. Other Section

Board of Directors: Water Quality Association (WQA.org) 2018-2019



CITY OF PORTSMOUTH, N.H.
BOARDS AND COMMISSIONS

APPOINTMENT APPLICATION

Instructions: Please print or type and complete all information
Please submit resume' along with this application

Committee: Trees and Public Greenery Comm. Renewing applicant

Name: Deborah Chag Telephone: (603) 498-5362

Could you be contacted at work? YES/NO - If so, telephone# above cell

Street address: 19 Cabot Street

Mailing address (if different): _____

Email address (for clerk's office communication): Deborah.chag@gmail.com

How long have you been a resident of Portsmouth? Since 1988

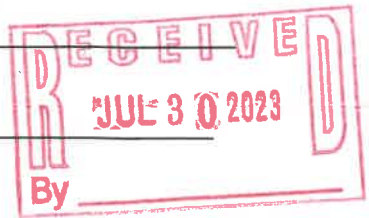
Occupational background:

see attached list.

Would you be able to commit to attending all meetings? (YES)/NO

Reasons for wishing to continue serving: _____

See attached list.



Please list any organizations, groups, or other committees you are involved in:

see attached list

Please list two character references not related to you or city staff members:
(Portsmouth references preferred)

1) Effie Malley, Pleasant St Portsmouth 603 205 5395
Name, address, telephone number

2) Anne Driscoll (Pres of Piscataqua Gdn Club) 207 363 2708
Name, address, telephone number 34 Argo Point Lane, York Maine 03911

BY SUBMITTING THIS APPLICATION YOU UNDERSTAND THAT:

1. This reappointment application is for consideration and does not mean you will necessarily be reappointed to this Board/Commission; and
2. The Mayor will review your application, may contact you, check your references, and determine any potential conflict of interests; and
3. This application may be forwarded to the City Council for consideration at the Mayor's discretion; and
4. If this application is forwarded to the City Council, they may consider the application and vote on it at the next scheduled meeting.
5. Application will be kept on file for one year from date of receipt.

Signature: DMChay Date: July 30 2014

CITY CLERK INFORMATION ONLY:

New Term Expiration Date: _____

Annual Number of Meetings: _____ Number of Meetings Absent: _____

Date of Original Appointment: _____

Please submit application to: City Clerk's Office, 1 Junkins Avenue, Portsmouth, NH 03801

Occupational Background

- Hospitality Management
- Pastry Chef
- Stay at Home Mom of two boys
- Property Manager
 - Lessor of two residential apartments and one commercial building

Community Volunteer Experience

- Music Hall Founders – Board Member – early 90's
- Strawberry Banke – Board Member - latter 90's
- Parent/Music Club Association (Portsmouth School District) – President - 2000's
- Portsmouth Smart Growth – Board Member 2017 to present
- Piscataqua Garden Club – Senior Chair, Conservation Committee 2009-present
 - Portsmouth specific Community Projects through PGA:
 - Headed up efforts to identify and label 20+ trees in Portsmouth South/North Cemeteries and Little Harbor Trail
 - Volunteered at the annual Portsmouth Sustainably Fair
 - Nurtured and maintained an annual *Adopt A Spot* (8 years and counting!)

Why I want to continue serving on the Tree & Greens Committee

- To continue to provide a voice for the greenery of greater Portsmouth and to maintain a sustainable habitat for these species for years to come
- To serve my community, with and emphasis on bringing nature to *ALL* the citizens of Portsmouth
- To continue my role as an ambassador between T&G and my fellow citizens, hearing their concerns, and incorporating their feedback through our team's enduring efforts
- To continue my work with homeowners and business owners around their tree concerns in Portsmouth
- To further my engagement built around the understanding and experience I've gained over the last two years, centering around the life cycle of trees, tree disease, municipal infrastructure and the impact on our greenery inventory in the community
- To continue to nurture a relationship with my fellow committee members and City staff and build on our past and current successes

Deborah Chag
August, 2024

- It has been a pleasure watching Mr. Rice and Mr. Waiter work to find solutions to complex issues in the community and I look forward to continue working alongside them both should the opportunity be persist. Thank you!

July 22, 2024

Dear Mayor McEachern,

Regrettably, I must resign from the Arts and Culture Commission as I have moved out of state. It was an honor to serve.

Thank you,

Robin Albert

MaryLiz A. Geffert
272 Walker Bungalow Road
Portsmouth, NH 03801
Maryliz.geffert@gmail.com
603-828-5466

July 10, 2024

Via Email (Emails of: Phillis Eldridge, Peter Britz, Stefanie Casella)

Mayor Deaglan McEachern
Chair Phyllis Eldridge, Zoning Board of Adjustment
Peter Britz, Director of Planning and Sustainability
Stefanie Casella, Planner

City of Portsmouth
1 Junkins Avenue
Portsmouth, NH 03801

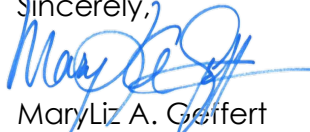
Dear Mayor McEachern, Phyllis, Peter, and Stefanie:

Effective the date of this letter, I am resigning as alternate member of the Zoning Board of Adjustment because I will be moving and no longer will be a City resident.

Thank you for providing and supporting the opportunity for me to serve the City of Portsmouth as an alternate member of the City's Zoning Board of Adjustment. It has been a pleasure and a privilege to be a ZBA alternate member and to live and thrive in the City of Portsmouth.

Best of luck in your continuing work and service for the City.

Sincerely,



MaryLiz A. Geffert