



Durham, NH

**CONTINUITY
OF
OPERATIONS
PLAN
(COOP)**

August 24, 2021

(Final Plan)



THE OWNER OF THIS COPY OF THE PLAN IS:

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Title

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-State of NH, Continuity of Operations Plan Template, Updated September 2016, HSEM



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Critical Facility Photos taken from Facebook pages for the Town Hall, the Fire Department, the Police
Department & the Department of Public Works***

DURHAM CONTINUITY OF OPERATIONS PLAN – 2021

General Table of Contents

ACKNOWLEDGMENTS.....	5
CHAPTER 1 – EXECUTIVE SUMMARY & INTRODUCTION	7
CHAPTER 2 – CONCEPT OF OPERATIONS	25
CHAPTER 3 – INTELLIGENCE, TRAINING, PLAN MAINTENANCE & ACTION ITEMS	43
CHAPTER 4 – ADMINISTRATIVE & REFERENCE MATERIALS.....	49
DEPARTMENT-SPECIFIC ANNEXES.....	81
ANNEX A – THE DURHAM FIRE DEPARTMENT	83
ANNEX B – THE DURHAM POLICE DEPARTMENT	99
ANNEX C – THE DURHAM DEPARTMENT OF PUBLIC WORKS	113
ANNEX D – THE DURHAM TOWN HALL.....	127
ANNEX E – THE DURHAM EMERGENCY OPERATIONS CENTER.....	143
ANNEX F – THE DURHAM PRIMARY SHELTER	155

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ACKNOWLEDGMENTS

Chapters 1-4 in this plan are primarily based on the September 2016 NH State Continuity of Operation Plan Template. The Annexes were developed by the planning team and the planner. The planning effort and text of this plan includes concepts, ideas and language from other communities and agencies. Resources and source information as well as quotes are indicated.

This plan addresses one jurisdiction, the Town of Durham, NH.

Important Dates

Adoption by the town August 24, 2021
 Plan distribution by Mapping and Planning Solutions September 2, 2021

Durham Continuity of Operations Planning Team

The people listed below have attended meetings or been instrumental in developing and completing this plan. The Town of Durham gives thanks to all who have participated in this critical planning effort.

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The **Durham Continuity of Operations Plan (COOP)** establishes a framework for local government to assist expeditiously to save lives and protect property in a disaster. The Town of Durham appreciates the continuing cooperation, support and contributions provided by local departments, agencies, volunteer and private organizations to help develop this plan.

Many thanks for the hard work and effort given by each of you. This plan would not exist without your knowledge and experience. The Town of Durham also thanks the Federal Emergency Management Agency and NH Homeland Security & Emergency Management as the primary funding sources for the plan.

Acronyms and abbreviations associated with titles above:

DPW	Department of Public Works
EMD.....	Emergency Management Director
HSEM	Homeland Security & Emergency Management
MAPS	Mapping and Planning Solutions
IT.....	Information Technology
ORCSD.....	Oyster River Cooperative School District
PHN	Public Health Network
UNH.....	University of New Hampshire

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

Durham Continuity of Operations Plan 2021	the plan or this plan
Durham	the town or community
Emergency Management Director	the EMD
Continuity of 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

Acronyms related to COOP planning:

Continuity of Operations Plan	COOP
Mission Essential Functions	MEFs
Essential Supporting Activities.....	ESAs
Emergency Relocation Group.....	ERG
Continuity of Government.....	COG
After Action Report.....	AAR
Test, Training & Exercise.....	TTX
Hazard Identification & Risk Assessment.....	HIRA

For more acronyms and abbreviations see Chapter 7

CHAPTER 1 – EXECUTIVE SUMMARY & INTRODUCTION

Table of Contents

EXECUTIVE SUMMARY	9
DEFINITION	10
PURPOSE	11
SCOPE	12
SITUATION OVERVIEW	12
PLANNING ASSUMPTIONS	18
PRIMARY FACILITIES & DEPARTMENTS	19
GOALS & OBJECTIVES	21
SECURITY & PRIVACY STATEMENT	22
AUTHORITIES & REFERENCES	22

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EXECUTIVE SUMMARY

This Continuity of Operations Plan (COOP) for the Town of Durham presents a management framework. It establishes operational procedures to sustain Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) if normal operations are not feasible. The COOP also guides the restoration of the organization’s full functions.



This plan provides information that will allow the Town of Durham to:

- **Attain operational capability as soon as possible, no later than 12 hours following an event that dictates the activation of this plan**
- **Ensure sustainment of operations for 30 days or longer.**

Durham has operations that must be performed or rapidly and efficiently resumed in an emergency. While the severity of an incident or event cannot be fully predicted, planning for such conditions can mitigate the impacts of the incident or event on Durham’s staff, Facilities, and Durham’s mission as a whole.

Durham has prepared this plan as a site-specific COOP to ensure that Mission Essential Functions and Essential Supporting Activities can be performed during an emergency – either if the emergency affects just Durham and the services that it provides or the impacts are more widespread. This plan is the foundation upon which Durham’s COOP capabilities are built; this is an essential resource in ensuring that Durham can conduct its mission and provide essential services to the residents and employees of and visitors to Durham throughout an extended period.

The plan is prepared under National Security Presidential Directive 51 (NSPD-51) and Homeland Security Presidential Directive 20 (HSPD-20) as well as under guidance from Continuity Guidance Circular 1 (CGC 1) and Continuity Guidance Circular 2 (CGC 2).

**BASIC ELEMENTS OF A VIABLE
CONTINUITY OF OPERATIONS PLAN**

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

This document was further designed to align with planning and continuity requirements as required by standards of the Emergency Management Accreditation Program (EMAP)

The plan outlines the definition, purpose, scope, planning assumptions, objectives, security and privacy issues, authorities and references, continuity responsibilities, and the concept of operations.

DEFINITION

“Continuity of Operations (COOP) is the concerted effort to continue essential functions during a wide range of emergencies or incidents. By developing a COOP Plan, agencies can assess the hazards that may impact their agency and its operations, understand the essential functions of the agency and the resources required to sustain those functions, develop response actions and protocols, develop and improve communications among other critical continuity elements and tasks¹.”

The National Continuity Policy Implementation Plan (NCP/IP), the National Security Presidential Directive 51 (NSPD-51) and Homeland Security Presidential Directive 20 (HSPD-20), defines a COOP as “...an effort within individual executive departments and agencies to ensure that Primary Mission Essential Functions (PMEFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.”²

Durham’s Continuity of Operations Plan is hereafter referred to as the COOP or the plan. The COOP applies to natural disasters such as earthquakes, hurricanes, and tornadoes; technological hazards such as hazardous materials, dam failure, and long-term utility outage; and human-caused incidents such as terrorism and violence, cyber events and transport accidents.

Residents, visitors, employees, and related organizations rely on a community’s ability to provide critical services and maintain the essential services they have become dependent upon. A Continuity of Operations Plan helps communities plan for unusual events that might otherwise prevent a community from providing these services.



Continuity Phases
Continuity Guidance Circular, February 2018, FEMA

¹ NH HSEM, Resource Center, Continuity of Operations Planning; https://prd.blogs.nh.gov/dos/hsem/?page_id=2783
² https://www.fema.gov/pdf/about/org/ncp/coop_brochure.pdf

PURPOSE

The primary purpose of the COOP is to allow a community to respond to any incident that causes a disruption of services in a fashion that will enable key facilities, departments, and agencies to continue to provide the most vital or “essential” functions. The COOP is designed to recognize the interdependencies of entities within the community and formulate a well-thought-out response when regular operations have been disrupted. Without continuity planning, it becomes more difficult for a community to provide crucial services for the population’s safety, health, and well-being and the protection of necessary services, such as fire suppression, search and rescue, and law enforcement.

Secondary to this is to make each organization and department aware of its responsibility in a continuity situation. Through planning, review, exercising, and training, each organization or department can learn the benefits of continuity planning and better understand the community’s goals during challenging situations.

The identified Mission Essential Functions (MEFs) must be performed with minimal disruption, especially during the initial phases of an emergency. This document serves as the base for building a successful Continuity of Operations (COOP) plan and related COOP programs. Community departments and agencies should perform their MEFs quickly and efficiently during an emergency and when ordinarily available resources are delayed or not available. While it is difficult to determine the severity and impacts of a crisis, effective planning can mitigate the effects of incidents and the impacts on the MEFs, personnel, facilities, and other critical resources.

It is essential to follow an all-hazards approach when performing COOP planning. The COOP is part of a much larger planning process that seeks to determine risks and vulnerabilities associated with natural disasters, technological disasters, and other human-caused disasters. With the increasing number of technological incidents (intentional and unintentional) and terrorist use of WMDs (conventional and unconventional), the need for COOP planning has increased significantly.

This plan is not an emergency response guide; it is intended to instruct community members on how to continue the identified mission essential functions during continuity incidents.



Continuity Guidance Circular 1 (CGC 1)
https://www.fema.gov/pdf/about/org/ncp/coop/continuity_guidance_circular.pdf; page 5

SCOPE

Upon implementation, this plan will provide the basis for coordinating protective actions before, during, and after any disaster. The COOP is designed to:

IDENTIFY...

- *who can activate the COOP, key personnel, and their responsibilities*
- *the purpose, scope, goals, objectives, assumptions, plan authority, the situation, the functional roles of agencies and the logistical needs to support the implementation of the plan*
- *alternate work locations and conditions*
- *human resource needs and capabilities*
- *essential records and databases*

ESTABLISH...

- *a concept of operations built upon interagency coordination to facilitate a timely and effective local response*
- *Mission Essential Functions (MEFs) and the corresponding Essential Support Activities (ESAs)*
- *Orders of Succession and Delegations of Authority for the managing entities within the community*
- *continuity of communications*
- *devolution of control and direction*
- *reconstitution operations*
- *a training program that will test, train, and exercise critical elements of the COOP*

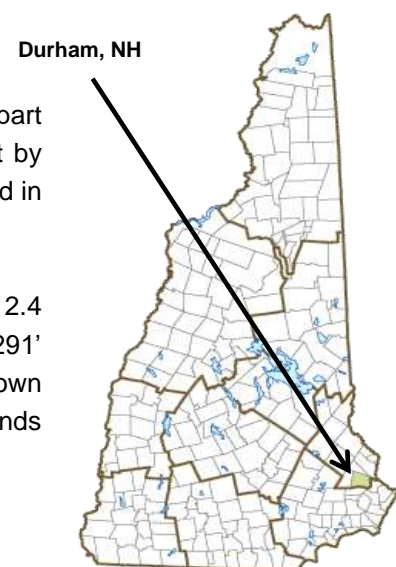
In addition, the scope of this plan includes the coordination of actions between local governments, neighboring communities, the state, and the federal government as needed during an event. This plan also combines volunteers and the private sector for a broad approach to reducing the impact, transition time, and longevity of the continuity situation.

SITUATION OVERVIEW

THE TOWN

Durham is a beautiful community located in Strafford County in the southeastern part of New Hampshire. Durham is bordered to the north by Madbury to the east by Newington, to the south by Newmarket, and the west by Lee. Durham is located in the Seacoast tourism region.

The Town of Durham covers approximately 22.4 square miles of land area and 2.4 square miles of inland water. The highest peak in Durham is Beech Hill at 291' above sea level, while the lowest elevation is 30' above sea level near the town center. Great Bay forms the town's eastern boundary; the Oyster River extends inland from Great Bay to downtown Durham.



Vegetation in Durham is typical of southern New England, including deciduous and conifer forests, open fields, swamps, and riverine areas. The terrain lends itself to small ponds, streams, and rivers, most notably Great Bay, Mill Pond, Oyster River and Reservoir, Durham Reservoir, and the Lamprey River.

BUSINESS & INDUSTRY

The largest employer in Durham is the University of New Hampshire (UNH), with 2,890+ employees. Oyster River Cooperative School District with 400+ employees and the Town of Durham with 112+ employees make up the largest employers in Durham.

DEMOGRAPHICS & HOUSING

Over the last 30 years, the population of Durham has increased. The population change from 1980 (10,652) to 2010 (14,638) showed an increase of 3,986 individuals according to US Census 2010. This increase represents a growth rate of approximately 37.42%. Durham's population in 2019 was estimated to be 16,293 showing a significant increase since 2010.³

The American Community Survey (2015-2019) also estimates 3,812 housing units, most of which are single-family (2,347). Multiple-family structures total 1,456, and mobile homes and other housing units total 9. The median household income is estimated to be \$81,995, and the median age is 20.8 years. *Town Statistics*, in Chapter 4, provides additional demographic and housing information.

EDUCATION & CHILD CARE

Preschool students in Durham attend the Preschool Education Program. Durham students in grades K-4 attend either Mast Way Elementary School in Lee or Moharimet Elementary School in Madbury. Students in grades 5-8 attend Oyster River Middle School in Durham, and lastly, students in grades 9-12 attend Oyster River High School in Durham. Durham is also host to the University of New Hampshire (UNH), a state university with approximately 16,000 students.



TRANSPORTATION

Three major roadways run through Durham; US Route 4, NH Route 108, and NH Route 155A. US Route 4 travels from Newington in the northeast corner of Durham to Lee in the southwest corner of Durham. NH Route 108 goes from Madbury in the north to Newmarket in the south, essentially cutting Durham in half. NH Route 155A travels from Mast Road west into Lee. Other more minor and less traveled roadways lend access to other areas of the town. All roadways in Durham are susceptible to road flooding and high winds leading to downed trees in the roadways and potential hazardous materials spills.

³ Economic & Labor Market Information Bureau, NH Employment Security, January 2019. Community Response 6/19/2019

HAZARD ANALYSIS & ASSESSMENT

This hazard analysis and assessment is the basis for both mitigation efforts and emergency operations. Comprehensive hazard analysis merits its own document-length discussion. Consequently, the Durham Hazard Mitigation Plan (2017), located at the Town Hall, should be consulted for a detailed discussion on this topic.

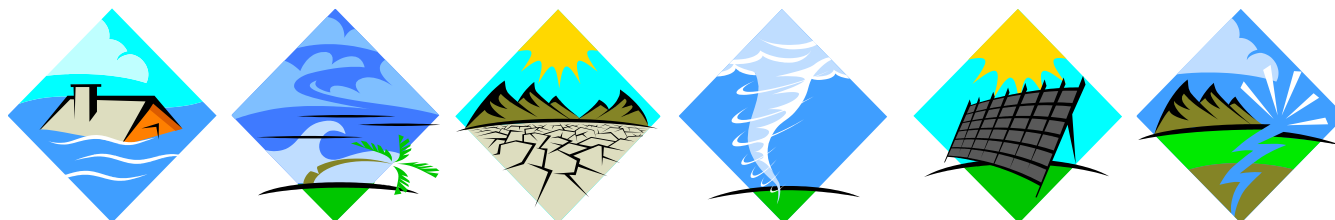
From a continuity of operations planning perspective, hazard analysis helps a planning team decide what hazards merit special attention, what actions must be prepared for, and what resources are likely to be in harm’s way or needed at the time of an emergency. For purposes of emergency operations planning, primary considerations of this chapter include the following:

- Hazard Identification
- Hazard Threat Analysis
- Critical Infrastructure & Key Resource (CIKR) Hazard Risk Assessment

HAZARD IDENTIFICATION & RISK ASSESSMENT (HIRA)

The Durham Multi-Hazard Mitigation Plan Update 2017⁴ identified ten natural hazards and five human-caused hazards. As a result of reviewing the 2018 NH State Hazard Mitigation Plan (SHMP), additional hazards were analyzed and included for the EOP. These hazards include Solar Storm & Space Weather, Aging Infrastructure, Conflagration, Dam Failure, Known & Emerging Contaminants and Mass Casualty Incidents. Terrorism & Violence was referred to as Large Crowd Events in the 2017 HMP. The hazard names addressed in this plan have been altered to reflect the hazards used in the 2018 SHMP. Based on the topography and the climate of Durham, it is very likely there will be future disaster events.

The Hazard Vulnerability Tool table on the following page analyzes each hazard according to three factors: the Human Impact, the Property Impact, and the Business Impact. The vulnerability assessment is based on a scale of 0-3, with 0 indicating N/A, 1 indicating Low, 2 indicating Moderate, and 3 indicating High. The vulnerability scores are then calculated by averaging the three columns. Once this is complete, the hazards are analyzed based on their probability of determining the relative threat. It has been determined that Inland Flooding, Severe Winter Weather, and Infectious Diseases are the three natural hazards that most likely will affect Durham. Column G has been changed to reflect a reasonable risk range to accommodate the additional hazards that were addressed.



⁴ Multi-Hazard Mitigation Plan 2017, Town of Durham, NH by Strafford Regional Planning Commission

Hazard Identification & Risk Assessment (HIRA)							
Scoring for Probability (Columns A, B & C)	Column A	Column B	Column C	Column D	Column E (A+B+C)/3	Column F D x E	Column G Risk
Vulnerability scoring is based on the Durham Multi-Hazard Mitigation Plan 2017 0 = N/A 1 = Low 2 = Moderate 3 = High	What is the probability of death or injury?	What is the probability of physical losses & damage?	What is the probability of interruption of service?	What is the probability of this occurring within 25 years?	Average of Human, Property & Business Impact	Relative Threat	High 6-9 Medium 3-6
	Human Impact	Property Impact	Business Impact	Probability of Occurrence	Severity	Risk Severity x Occurrence	Low 1-3
Natural Hazards							
Inland Flooding	1.00	2.00	1.00	3.00	1.33	4.00	Medium Risk
Severe Winter Weather	1.00	1.00	2.00	3.00	1.33	4.00	Medium Risk
Infectious Diseases	2.00	1.00	1.00	3.00	1.33	4.00	Medium Risk
Lightning	1.00	1.00	1.00	2.00	1.00	2.00	Low Risk
Coastal Flooding	1.00	1.00	1.00	2.00	1.00	2.00	Low Risk
Drought	1.00	1.00	1.00	2.00	1.00	2.00	Low Risk
Wildfires	1.00	1.00	1.00	2.00	1.00	2.00	Low Risk
High Wind Events	1.00	1.00	1.00	1.00	1.00	1.00	Low Risk
Extreme Temperatures	1.00	1.00	1.00	1.00	1.00	1.00	Low Risk
Tropical & Post-Tropical Cyclones	1.00	1.00	1.00	1.00	1.00	1.00	Low Risk
Earthquakes	1.00	1.00	1.00	1.00	1.00	1.00	Low Risk
Landslide	1.00	1.00	1.00	1.00	1.00	1.00	Low Risk
Solar Storm & Space Weather	1.00	1.00	1.00	1.00	1.00	1.00	Low Risk
Technological Hazards							
Long Term Utility Outage	1.00	1.00	2.00	3.00	1.33	4.00	Medium Risk
Hazardous Materials	3.00	2.00	2.00	1.00	2.33	2.33	Low Risk
Aging Infrastructure	2.00	2.00	1.00	2.00	1.67	3.33	Medium Risk
Conflagration	2.00	3.00	3.00	1.00	2.67	2.67	Low Risk
Dam Failure	2.00	3.00	1.00	1.00	2.00	2.00	Low Risk
Known & Emerging Contaminates	1.00	1.00	2.00	1.00	1.33	1.33	Low Risk
Human-Caused Hazards							
Terrorism & Violence	3.00	3.00	3.00	3.00	3.00	9.00	High Risk
Mass Casualty Incidents	3.00	3.00	3.00	3.00	3.00	9.00	High Risk
Transport Accidents	3.00	3.00	3.00	3.00	3.00	9.00	High Risk
Cyber Events	1.00	3.00	3.00	3.00	2.33	7.00	High Risk

CRITICAL INFRASTRUCTURE HAZARD RISK ASSESSMENT

Critical Infrastructure & Key Resources (CIKR) within Durham were identified during the hazard mitigation planning process. The table below shows the Emergency Response Facilities (ERFs) identified in the Durham Multi-Hazard Mitigation Plan Update 2017⁵. Please refer to the 2017 Durham Multi-Hazard Mitigation Plan for the hazard risk to other critical infrastructure and key resources. Each CIKR’s hazard risk was assessed on a scale of 1-3, with 1 indicating the lowest risk.

CRITICAL INFRASTRUCTURE & KEY RESOURCES - HAZARD VULNERABILITY

Emergency Response Facilities (ERF)			
ERFs are primary facilities and resources that may be immediately needed during an emergency response.			
Facility	Expected use of the Facility	Hazard Risk	
Town Hall	Town Government & Records	All-Hazards	1
Fire Station	Primary EOC & Fire Services	All-Hazards & Hazardous Material & Inland Flooding	3
Police Station	Law Enforcement	All-Hazards	1
Department of Public Works Garage	Heavy Equipment, Sand & Gravel	All-Hazards	1
UNH Police Station	University Law Enforcement	All-Hazards & Inland Flooding	2
*Oyster River High School	Primary Shelter (Durham Residents)	All-Hazards	1
Whittemore Center	Primary Shelter (UNH Students)	All-Hazards	1
Hamel Recreation (UNH)	Cooling & warming	All-Hazards & Inland Flooding	2
Strafford County Dispatch Center (Dover)	Communications	All-Hazards	1
DOT Fueling Station	Emergency Fuel	All-Hazards	1
UNH Dispatch (dispatch for EMS)	Communications (UNH Police Department)	All-Hazards & Inland Flooding	2
McGregor Memorial EMS	Fire Station	All-Hazards & Hazardous Material & Inland Flooding	3
<i>*It is anticipated that a regional shelter will be established in Dover, Rochester, or Exeter. The Oyster River High School would be utilized as the Primary Shelter should no regional shelter be established.</i>			
Evacuation Routes			
US Route 4	Primary Evacuation Route	All-Hazards & Inland Flooding	2
NH Route 108	Primary Evacuation Route	All-Hazards & Inland Flooding	2
NH Route 155A	Primary Evacuation Route	All-Hazards & Inland Flooding	2
Main Street	Primary Evacuation Route	All-Hazards & Inland Flooding	2

⁵ Multi-Hazard Mitigation Plan 2017, Town of Durham, NH by Strafford Regional Planning Commission

Emergency Response Facilities (ERF)			
Durham Point Road/Bay Road	Secondary Evacuation Route	All-Hazards & Inland Flooding	2
Madbury Road	Secondary Evacuation Route	All-Hazards & Inland Flooding	2
Packers Falls Road	Secondary Evacuation Route	All-Hazards & Inland Flooding	2
Mill Road	Secondary Evacuation Route	All-Hazards	1
Bennett Road	Secondary Evacuation Route	All-Hazards & Inland Flooding	2

Non-Emergency Response Facilities (NERF)			
NERFs are facilities that are not necessary for immediate emergency response efforts, although they are critical. NERFs include facilities to protect public health and safety and to provide backup emergency facilities.			
Sprague Energy (Newington)	Energy Suppliers	All-Hazards	1
Switching Station - McDaniel & Evergreen	Telephone (Consolidated Communications)	All-Hazards	1
Switching Station - UNH Telecommunications	Telephone (UNH)	All-Hazards	1
Cell Tower - Transfer Station	Telephone	All-Hazards	1
WUNH Radio Station	Telephone	All-Hazards	1
UNH Emergency Notification System	Emergency Communications Network	All-Hazards	1
Radio Antenna - Kendall Hall (UNH)	Department of Public Works Communications	All-Hazards	1
Radio Antenna - Foss Farm (water tank)	Emergency Communications Network	All-Hazards	1
Radio Antenna - Stoke Hall	Emergency Communications Network	All-Hazards	1
Radio Antenna - Sprague Energy (Newington)	Emergency Communications Network	All-Hazards	1
Radio Antenna - Beech Hill	Emergency Communications Network	All-Hazards	1
Radio Antenna - Great Hill (Newmarket)	Emergency Communications Network	All-Hazards	1
UNH Generation Plan	Power Station/Substation	All-Hazards	1
Substation (Mill Road)	Power Station/Substation	All-Hazards	1
Packers Falls Solar Array	Solar Power Generation	All-Hazards	1
Jackson's Landing Ice Rink (town)	Hazardous Materials	All-Hazards	1
Durham Transfer Station	Hazardous Materials	All-Hazards	1
Whittemore Center - UNH (ice rink)	Hazardous Materials	All-Hazards	1
UNH Hazardous Waste Accumulation Facility	Hazardous Materials	All-Hazards	1
Durham Rail Station	Transportation/Rail Station	All-Hazards	1
<i>For a complete list of CIKR, please refer to the Durham Hazard Mitigation Plan 2017</i>			

SITUATION SUMMARY

The town faces a wide range of risks, which may pose a significant threat to the population and property. These include natural, human-caused, and technological emergencies or disasters. Depending upon the extent and nature of the emergency, a potential condition exists that may severely hamper the economic and physical infrastructure of the town, the region, or the state and prevent the continuation of regular services. COOP planning must operate under the assumption that there may or may not be information about an imminent threat or vulnerability and that the Town of Durham must react with little or no notice.

During an emergency or disaster, the town will take immediate and appropriate actions to determine, direct, mobilize, and coordinate response efforts. In concert with response efforts, the town will enact this Continuity of Operations Plan as needed to address the community's needs whenever and wherever the continuation of essential functions is threatened.

PLANNING ASSUMPTIONS

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

- Emergencies or threatened emergencies may adversely affect the community's mission essential functions, its ability to provide services, and its ability to provide support to external agencies. A disaster may occur with little or no warning. Depending upon the severity of the situation, the town may be quickly overwhelmed with the emergency.
- In an emergency, Durham may need to rely on other communities, the state, or the federal government for supplemental personnel and resources to continue mission essential functions.
- Emergencies and threatened emergencies differ in the order of priority and impact. Some hazards, such as weather events, cannot be avoided or prevented. These types of events will be prepared for using the best state of readiness possible.
- Any hazard not identified in this plan, or other related plans, is not considered impossible to occur. Any unforeseen hazard may occur, and thus a response to a similar hazard type will be implemented. An After-Action Report will be written and formed into an Improvement Plan to ensure that the hazard type is included in future instances.
- Durham town officials and personnel will continue to recognize responsibilities to public safety and exercise their authority to promptly implement the Continuity of Operations Plan when confronted with events impairing Durham's mission essential functions.
- The Continuity of Operations Plan can serve as a basis for the future development of a regional plan with neighboring organizations or entities that could incorporate mutual aid agreements, alternate facilities, and inter-organizational plans to ensure a coordinated response in an emergency.

- If properly implemented, the Continuity of Operations Plan will reduce or prevent disaster-related losses.
- For minor incidents, communities may implement their Continuity of Operations Plan at their discretion.
- The Continuity of Operations Plan is to be considered a living document and should be updated annually.
- Citizens expect governments to keep them informed and provide assistance in an emergency or disaster.
- All government entities share the responsibility for mitigating, preparing for, responding to, and recovering from the effects of an emergency or disaster.

PRIMARY FACILITIES & DEPARTMENTS

This plan applies to the departments and agencies that are vital for the continuation of mission essential functions. For the Town of Durham, these critical departments include the following⁶. Separate chapters of this plan discuss detailed operational elements of the COOP, including continuity facilities.

TOWN HALL

A nine-member Town Council serves as the governing and legislative body of the town. The chief administrative officer of the town is the Town Administrator. Key departments and department heads that operate from the Town Hall include the Town Administrator (who also serves as the Emergency Management Director), the Town Clerk, the Tax Collector, the Town Council Chairman, and the Finance Officer. Town Hall staff also includes the Assessor, the Information Technology Department, the Town Business Manager/Welfare/Human Resources, Economic Development, the Recreation Department, the Building Inspector, the Health Officer, and the Planning Department. The Town of Durham employs 112+/- employees.



FIRE, EMS & MEDICAL

The Durham Fire Department provides quality fire and emergency medical services to residents and visitors on a 24/7 basis. The department employs a full-time Chief, 25 full-time and 13 paid-on-call firefighters, and operates one station within the community. The Durham Fire Station has an emergency generator, a full kitchen, showers, and bathroom facilities.



The Fire Department is a member of the Seacoast Chief Fire Officers Mutual Aid District. McGregor Memorial EMS provides additional emergency medical services and medical transportation.

Durham’s closest medical facility is Wentworth-Douglass Hospital in Dover (6 miles, 148 beds). If the need arises, alternative medical facilities are Portsmouth Hospital in Portsmouth (10 miles, 209 beds), Exeter Hospital in Exeter

⁶ Photos taken from Facebook pages for the Town Hall, the Fire Department, the Police Department & the Department of Public Works

(11 miles, 100 beds) and Frisbie Memorial Hospital in Rochester (15 miles, 103 beds). Durham will contact the Seacoast Technical Assistance Response Team (START) to assist with clean-up efforts for HazMat-related events.

LAW ENFORCEMENT

The Durham Police Department is a full-time department providing law enforcement services to the residents and visitors of Durham. The department staffs a full-time Chief, 21 full-time, and one part-time officer. The Durham Police Department has mutual aid agreements with surrounding towns, the Strafford County Sheriff’s Department and the NH State Police (Troop A). The Strafford County Sheriff’s Office (SCSO) dispatches the Police Department.



DEPARTMENT OF PUBLIC WORKS

The Durham DPW operates on a year-round, 24-hour basis as needed. The department staffs a full-time Director, 23 full-time and five part-time employees. The department’s mission is to support the citizens of Durham through the safe operation, proper maintenance, and future development of highways, supporting infrastructure and utilities in a cost-conscious manner without sacrificing quality.



EMERGENCY OPERATION CENTER

The Town of Durham maintains an Emergency Operations Center (EOC) as part of its emergency preparedness program. The EOC is where department heads, government officials, and volunteer agencies gather to coordinate their emergency or disaster event response. The EOC is where the officials responsible for responding to major emergencies and disasters assemble to direct and control the town’s response. The EOC goes into operation when town officials decide that the situation is significant enough to require a coordinated and other-than-routine response. The designated Primary EOC is the Durham Town Hall; the Fire Station is the designated Secondary EOC.

SHELTER

The primary shelter is the location to which evacuees are directed at the time of an emergency. In Durham, the designated primary shelter would likely be a regional shelter, managed by the American Red Cross and the Strafford Public Health Network, at the Rochester Community Center, Dover High School, Exeter High School or Sanborn Regional High School.

If the need arises and a regional shelter is unavailable, the Oyster River High School or the Oyster River Middle School could be used as secondary shelters. The town has also designated the Town Hall, the Durham Public Library, and the Hamel Recreation Building as cooling & warming centers. Students at the University of New Hampshire (UNH) will be encouraged to shelter at the Whittemore Center. If no regional or local shelter is available, residents would be advised to seek alternative arrangements with friends and family. Area hotels, motels, and inns are available and may be used in an emergency if necessary and vacant.

GOALS & OBJECTIVES

This plan was developed due to planning meetings held in the Town of Durham beginning on January 21, 2020. Town officials, department heads, and agencies gathered to discuss the Continuity of Operations Plan elements.⁷

The planning team reviewed the overarching goals and the primary objectives for creating this Continuity of Operations Plan. After discussion and review, the planning team agreed to develop this plan based on the goals and objectives listed below.



OVERARCHING GOALS

- 1) To produce a Continuity of Operations Plan (COOP) that will allow the community to respond quickly to any incident that has disrupted services. The COOP should enable critical facilities, departments, and agencies to continue to provide the most vital or Mission Essential Functions (MEFs) and the necessary Essential Support Activities (ESA).
- 2) To ensure that each organization and department is aware of its responsibilities during a continuity situation.

OBJECTIVES

- Ensure that essential functions are activated no later than 12 hours after activation of the plan;
- Ensure the continuous performance of Durham's mission essential functions during all types of emergencies to reduce interruptions to operations;
- Execute successful lines of succession and delegations of authority if a disruption renders Durham town officials unavailable, incapacitated, or incapable of performing their duties, roles, and responsibilities;
- Ensure that the affected department has alternate facilities, equipment, essential records and other assets, and the means to protect these assets;
- Ensure and validate continuity readiness through a test, training and exercise program to support the implementation of Durham's Continuity of Operations Plan;
- Reduce loss of life and minimize damages and losses to property and the environment;
- Provide both operational and organizational stability and the Continuity of Government (COG);
- Achieve a timely and orderly recovery from an emergency, reconstitution of mission essential functions and a return to normal activities.

⁷ Goals & Objectives for this plan were taken from the state COOP template and from other plans

SECURITY & PRIVACY STATEMENT

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

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

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

AUTHORITIES & REFERENCES

STATUTES AND REGULATIONS

Chapter 4 Administrative & Reference Materials, includes a list of authorities and regulations that reflect federal, state, and local agencies, departments, and offices and their power to respond and initiate emergency response procedures.

REFERENCES

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

- National Response Framework, 4th Edition, October 29, 2019;
<https://www.fema.gov/media-library/assets/documents/117791>
- National Incident Management System, October 2017
<https://www.fema.gov/national-incident-management-system>
- Guide for the Development of a State and Local Continuity of Government Capability. Federal Emergency Management Agency, CPG 1-10, 1987
<http://militarynewbie.com/wp-content/uploads/2018/12/1997-FEMA-Guide-For-The-Dev.-of-State-Local-Continuity-Gov.-Capability-21p.pdf>
- Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Entities, January 21, 2009, FEMA; <https://www.fema.gov/media-library-data/44876e4a34c9b25086532be26954b1b2/CGC+1+Signed+July+2013.pdf>
- Continuity Guidance Circular 2 (CGC2), Continuity Guidance for Non-Federal Governments, October 2013, FEMA; <https://www.hsdl.org/?abstract&did=763749>

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- Continuity Guidance Circular, February 2018, FEMA National Continuity Programs
<https://www.fema.gov/media-library/assets/documents/132130>
 - National Security Presidential Directive 51 (NSPD-51) & Homeland Security Presidential Directive 20 (HSPD-20)
<https://fas.org/irp/offdocs/nspd/nspd-51.htm>
 - NH Homeland Security & Emergency Management Resource Center
 - COOP-Template-Final
 - Crosswalk
 - MEF/ESA Worksheets
 - COOP 2017 Plan Review Checklist
 - Identifying Critical Components of a Continuity of Operations Plan, David F. Emanuel, Durham, Fire Department, Durham, NH, 2017

LOCALLY IDENTIFIED REFERENCES, GUIDELINES, AGREEMENTS & PLANS

- Standard Operating Procedures and Guidelines (SOPs/SOGs)
 - Durham Fire Department Standard Operating Guidelines (SOGs)
 - Durham Police Department Standard Operating Procedures (SOPs)
- Emergency Alert and Warning Systems
 - CodeRED
 - School reverse calling system-PowerSchool
 - National Oceanic & Atmospheric Agency (NOAA)
 - National Weather Service (NWS)
 - Integrated Public Alert & Warning System (IPAWS)
 - Amateur Radio Systems
- Interagency Agreements/Compacts/Mutual Aid Agreements
 - Strafford County Sheriff's Office Dispatch
 - Seacoast Chiefs Fire Officers Mutual Aid District
- Plans
 - SAU 5 Emergency Operations Plan, 2020
 - Durham Emergency Operations Plan, 2020
 - Town of Durham Pandemic Operations Plan, 2020-2021 (in progress)
 - Durham Multi-Hazard Mitigation Plan Update 2017
 - Climate Adaptation Plan, June 2013
 - Strafford County Public Health Network Emergency Response Annex:
 - Point of Distribution Appendix
 - Risk Communication Appendix
 - Isolation & Quarantine Appendix
 - Mass Fatality Appendix
 - Medical Surge Appendix

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CHAPTER 2 – CONCEPT OF OPERATIONS

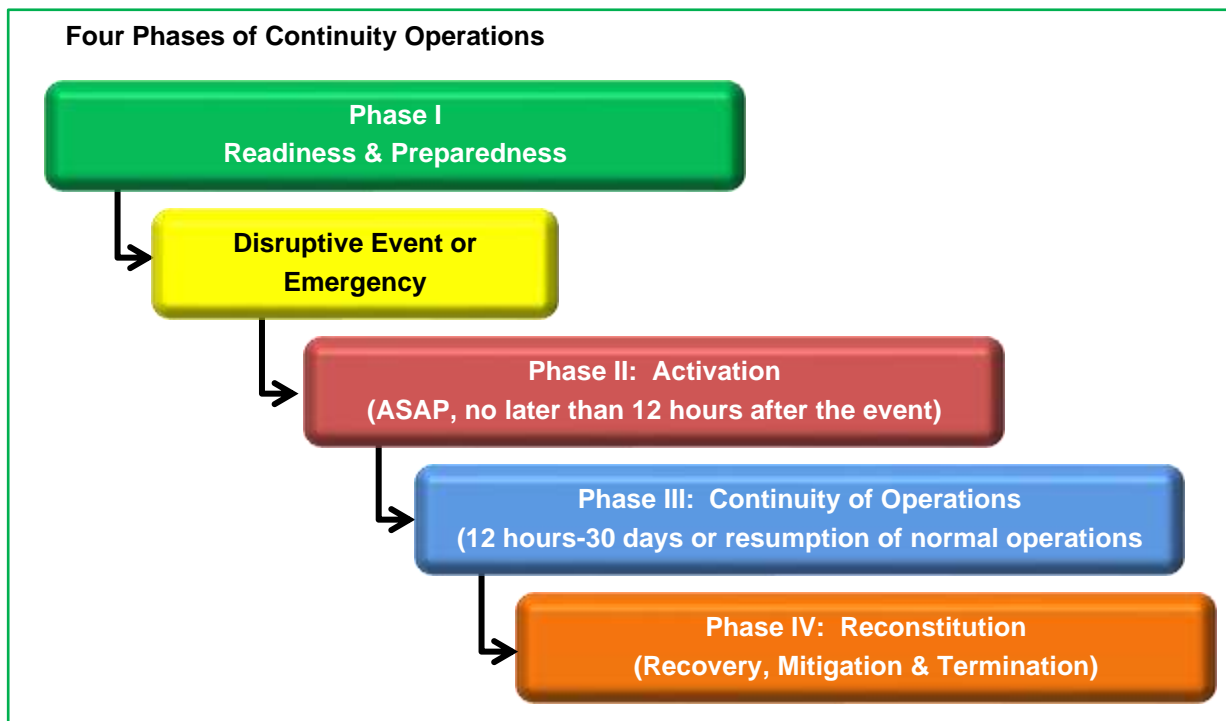
Table of Contents

CONCEPT OF OPERATIONS (CONOPS).....	27
PHASE I: READINESS & PREPAREDNESS	27
<i>Individual readiness & preparedness</i>	28
<i>Organizational readiness & preparedness</i>	29
<i>Durham Continuity of Operations Go-Kits & Supplies</i>	29
PHASE II: ACTIVATION & RELOCATION.....	30
<i>Decision Process</i>	30
<i>COOP Event Severity Index</i>	31
<i>Alert and Notification Procedures</i>	31
<i>Continuity Communications - External Notification</i>	32
<i>Continuity Communications - Internal Notification and Activation</i>	32
<i>Continuity of Operations Planning Teams</i>	33
<i>Continuity Notification & Response Teams</i>	34
<i>Emergency Relocation Group (erg)</i>	35
<i>Non-ERG Employees – Remaining Personnel</i>	36
<i>Alternate Facility Relocation</i>	36
<i>Relocation Process</i>	36
PHASE III: CONTINUITY OF OPERATIONS	37
<i>Preparing for Continuity Operations</i>	37
<i>Mission Essential Functions & Essential Support Activities by Department</i>	38
<i>Continuing Mission Essential Functions and Essential Supporting Activities</i>	38
<i>Personnel Accountability</i>	38
<i>Orders of Succession</i>	38
<i>Delegations of Authority</i>	39
<i>Devolution</i>	39
PHASE IV: RECONSTITUTION OPERATIONS	40
<i>Assessment and Preparation for Reconstitution Operations</i>	40
<i>Reconstitution Process and Procedures</i>	40
<i>After-Action Reporting and Improvement Planning</i>	41

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CONCEPT OF OPERATIONS (CONOPS)

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



PHASE I: READINESS & PREPAREDNESS⁸

The initiating factors of an event, which disrupt the continuation of Mission Essential Functions (MEFs) and Essential Support Activities (ESAs), will determine the implementation of Durham’s COOP. The events may occur with either advance warning or no notice. The specific threat or hazard causing the disruption may require additional or particular response actions to be taken.

For all events, the following response actions will be taken immediately before a known threat or in immediate response to an event:

- **Self-Preservation** – Actions taken to preserve staff and resources before an incident, which could include the release or evacuation of employees in anticipation of a hazard. (i.e., response to a bomb threat)
- **Survival** – Actions can include evacuation and rescue of staff/resources, immediate first aid and treatment of injured staff members, actions to salvage resources/equipment.

⁸Bulleted items in sections covering the four phases of this COOP include both pertinent information (•) and action items (□)

The continuity plan must be maintained at a high level of preparedness and ready to be implemented without warning. Other expectations that impact the level of readiness:

- The COOP shall be fully implemented as soon as possible and within 12 hours or less
- The COOP should be capable of sustaining operations for up to 30 days or until normal activities are resumed
- The broad objective of the COOP is to provide for the safety and well-being of Durham personnel and stakeholders while enabling continued operations
- Not every incident that occurs is a COOP event that necessitates the implementation of this plan
- Durham’s ability to perform its functions in each situation should be evaluated in terms of its impact on the essential services offered by the town
- A flexible and scalable response approach may be appropriate to address the scope of emergencies
- Implementation of other Durham plans, procedures, and policies may be more appropriate than the COOP
- The majority of essential employees will still be able to respond to instructions, including the requirement to relocate following proper notification
- The COOP is not an evacuation plan or an Emergency Operations Plan (EOP). Events such as explosions, fires, or hazardous materials incidents, might require the immediate evacuation of buildings. Building evacuations, if needed, are accomplished via the Durham EOP and the Standard Operating Procedures (SOPs) and Standard Operating Guidelines (SOGs) as determined by each department.
- Unanticipated incidents may occur at any time
- Under specific circumstances, operations from any of Durham’s critical facilities and possible alternate facilities may be impossible
- The extent of the COOP implementation varies by the type of incident/emergency, the warning/notice of events (or lack thereof), personnel location when notified, and the extent of damage or threat to the town’s CIKR and their occupants.

INDIVIDUAL READINESS & PREPAREDNESS

Durham staff must prepare and be ready for a COOP event at the personal, family, and professional levels. Staff should be advised what to do in an emergency and develop a family support plan to increase their personal and family preparedness. New Hampshire’s disaster preparedness website www.readynh.gov provides numerous resources for individual and family emergency planning.

Preparedness for Individuals & Families

- ***Sign up for Emergency Alerts***
- ***Fill out Emergency Contact Cards for family members***
- ***Create an Emergency Kit***
- ***Create a Family Emergency Plan***

ORGANIZATIONAL READINESS & PREPAREDNESS

The severity of the impact and threat on normal operations will determine the activation level. Although readiness is a function of planning, training, testing, and evaluating, the Durham EMD/Town Administrator and the department heads must ensure that the Mission Essential Functions and Essential Supporting Activities can be performed before, during, and after an all-hazards incident, which causes disruption. Events are categorized into four levels (see below).

Level of Incident	Definition	Incident Example	Response Example
Major Emergency	An event which significantly disrupts the organization’s ability to function or requires relocation for an extended period	Explosion, earthquake, significant building damage	Full activation of the COOP, ERG Teams, Telework Procedures, etc. for an extended time
Emergency	An event which significantly disrupts the operation of MEFs & ESAs and which requires immediate relocation and reestablishment of services or where the primary facility is unavailable	Influenza, pandemic or fire	Partial activation of the COOP to address the needs
Incident	An actual or anticipated event impacting operations that require actions to be taken to maintain MEFs & ESAs.	Loss of single utility for one day or loss of multiple utilities	Partial activation of the COOP to address the event
Event	A situation that is abnormal for day-to-day operations or that will be resolved before disruption but does not adversely impact the performance of MEFs & ESAs	Temporary computer network disruption	The COOP is NOT activated; however, the situation is monitored for escalation potential; a course of action is considered should the situation worsen

DURHAM CONTINUITY OF OPERATIONS GO-KITS & SUPPLIES

Essential departments are responsible for creating and maintaining Go-Kits, which the Emergency Relocation Group will use to establish alternative facilities. Each department should assign an individual who is responsible for regularly stocking and maintaining these kits.

Department Go-Kits
Should include at a minimum...

- ***Vital equipment such as computers & phones***
- ***Essential records & documentation***
- ***A copy of the COOP***
- ***Critical contact information***

PHASE II: ACTIVATION & RELOCATION⁹

Based upon the type, severity, and impacts of the situation disrupting operations in Durham, the COOP may be activated by the Town Administrator/EMD acting as the **Continuity Coordinator**. In the Continuity Coordinator's absence, the Assistant EMD/Fire Chief will activate the COOP. Notification of the activation of the COOP will be given to departments and agencies responsible for the Mission Essential Functions (MEFs) and to all others with a need to know.

DECISION PROCESS

Durham's activation and relocation processes are event-driven to allow for a flexible and scalable response to ensure preparedness against all hazards. The procedures will also provide the ability to attain operational capability at an alternate facility within 12 hours and ensure that operations can continue for up to 30 days or recovery from the continuity event. The following questions are just a few of those asked when deciding to activate the COOP Plan.

- Is the threat aimed at the facility or area around the facility?
- Is the threat specifically aimed at organization personnel?
- Is staff safe remaining in the facility/area?
- Who should be notified of the threat?
- Is it safe for staff to return to work or the area the next day?
- How is the primary facility affected?
- Is the staff impacted? Were they able to evacuate, or are they sheltering in place?
- What are the instructions and information from first responders?
- How soon will the organization or facility be operational again?

As the decision authority, the Continuity Coordinator will be informed of the active threats, vulnerabilities, hazards, and situations using available means of communication. The following information should also be taken into consideration when determining to implement the COOP and to what extent the implementation will be:

- Direction and guidance from higher authorities
- The health and safety of personnel and families
- The ability to execute MEFs & ESAs
- Changes in incident complexities or the situation
- Intelligence reports and products
- The expected duration, impacts and damages of the event
- The potential or actual effects on identified Critical Infrastructure and Key Resources
- The need to implement other plans, agreements, policies, etc.

⁹ Bulleted items in sections covering the four phases of this COOP include both pertinent information (•) and action items (□)

COOP EVENT SEVERITY INDEX

The Event Severity Index (see below) may also be used to determine the need to activate the COOP; a separate Event Severity Index should be developed for each event. The total scores will advise town officials on the urgency of the situation. The total score is assessed as follows:

- Score >15.....Major Emergency**
- Score 10-15.....Emergency**
- Score 5-10.....Incident**
- Score 1-5.....Event**

COOP Event Severity Index					
Scoring Directions: Assign the appropriate points as seen below according to the actual situation					
0 points: The incident will have no impact on the organization's ability to perform MEFs and can be resolved without any specific response beyond what is typically available					
1 point: The incident will have a minimal impact on operations and may require the organization to take action as part of their regular duties and responsibilities					
2 points: The incident will disrupt the operation of MEFs for an established recovery time of 24 hours					
3 points: The incident will disrupt the operation of MEFs for more than the established recovery time or 24 hours					
4 points: The incident disrupts the operation of multiple MEFs for a period exceeding the recovery time objectives					
Essential Facility or Department	Staff	Facilities	Communications	Information Technology	Total Score
Town Hall					
Fire Department & EMS					
Police Department					
Department of Public Works					
Emergency Operations Center					
Shelter					

ALERT AND NOTIFICATION PROCEDURES

Initial notification of an incident or situation is expected to come directly from a Durham staff member. Other potential sources of incident notification might be received from emergency responders (police, fire, etc.), the news media, building management, etc. The first staff member to be aware of a situation that may affect Durham’s operations must notify the Continuity Coordinator and other town officials as soon as possible.

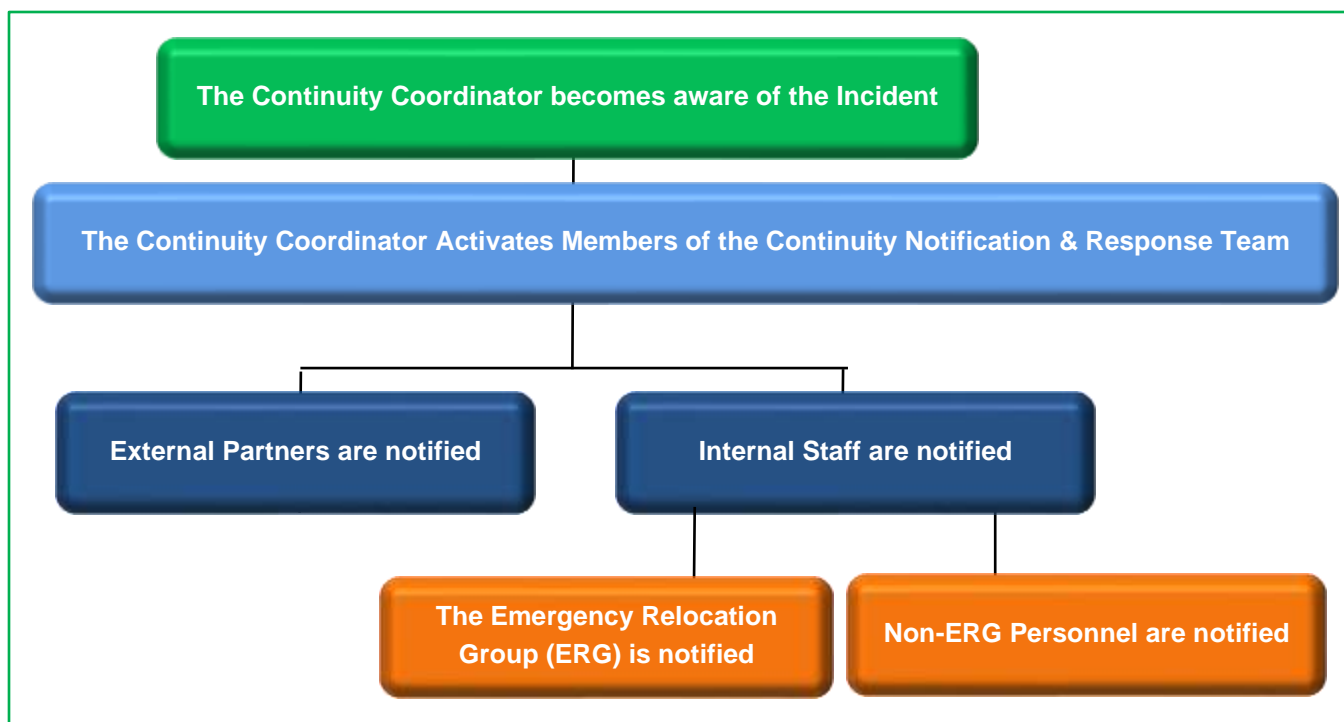
The staff should follow their internal chain of command to ensure notification to the Continuity Coordinator. Upon notification of an event, the Continuity Coordinator, or an authorized designee, will notify external partners, activate key staff members to fill assigned roles on the COOP teams and determine priorities for operations at the alternate facility. The Continuity Coordinator and other town officials will also determine MEFs and ESAs and the priority order with available resources.

CONTINUITY COMMUNICATIONS - EXTERNAL NOTIFICATION

External notifications may be necessary to ensure the use of facilities that Durham does not typically use. External notification will be made to partners who have agreed to provide backup services for displaced departments or damaged facilities. External partners should be made aware of their potential participation, and contact persons should be identified. In addition, the local representative who would be responsible for this notification should be identified. External notification procedures are outlined in Annexes A-F for each department or operation.

CONTINUITY COMMUNICATIONS - INTERNAL NOTIFICATION AND ACTIVATION

When the Durham Continuity Coordinator becomes aware of an event or threat, they will determine the staff required to respond to, continue operations during, and recover from the incident. This determination may include activating specific COOP Teams, depending on the scale and extent of the incident. The Continuity Coordinator will first request personnel from the Continuity Notification and Response Team to assist with notifications. Other external partners will be notified as appropriate. Internal staff members (Emergency Relocation Group (ERG) and non-ERG) will be advised of the situation and any implications that may impact them or require them to take action. Internal notification procedures are outlined in Annexes A-F for each department or operation.



CONTINUITY OF OPERATIONS PLANNING TEAMS

This section discusses Durham’s key personnel and their responsibilities related to the continuity planning process and continuity operations throughout all four phases - *readiness and preparedness, activation and relocation, continuity facility operations, and reconstitution.*

COOP Teams – Overview

Leadership Teams

- Continuity CoordinatorEmergency Management Director/Town Administrator
- Continuity Manager.....Fire Chief & Business Administrator
- Continuity PlannerEmergency Management Director/Town Administrator
- Continuity Planning TeamAll Essential Personnel

Continuity Notification & Response Teams

- LeadershipAll Essential Personnel
- External Notification.....Affected Department
- Internal NotificationEmergency Management Director/Town Administrator
- Planning & Information ManagementEmergency Management Director/Town Administrator
- Telework ManagerInformation Technology, Business Manager & Dept. Heads
- Essential Records ManagerInformation Technology, Town Clerk, Assessor, Planning

THE CONTINUITY COORDINATOR (CC)

DURHAM EMD/TOWN ADMINISTRATOR

- Responsible for activating the COOP
- Responsible for COOP implementation and the overall direction and oversight of the planning process
- Responsible for coordination between departments, COOP exercise programs, and the continued review of the plan to maintain its accuracy, particularly after any events that warrant its activation

THE CONTINUITY MANAGER (CM)

DURHAM FIRE CHIEF & DURHAM BUSINESS ADMINISTRATOR

- Coordinates the overall activities of the COOP planning team
- Summarizes planning activities, manages the day-to-day COOP program, and assists the Continuity Coordinator as requested

CONTINUITY PLANNER (CP)

DURHAM EMD/TOWN ADMINISTRATOR

- Conducts the update of the COOP in coordination with the Continuity Manager
- Assists in ensuring the COOP meets best practices, standards, and guidance
- Attends meetings with appropriate partners and incorporates findings from After-Action Reports (AARs) and Improvement Plans (IPs) from continuity events and exercises into the updated COOP

CONTINUITY PLANNING TEAM (CPT)

ALL ESSENTIAL PERSONNEL

- Includes representatives who have expertise in assisting with the COOP planning process
- Assists in the development of the Mission Essential Functions, Essential Supporting Activities, and other elements of the COOP as necessary

CONTINUITY NOTIFICATION & RESPONSE TEAMS

LEADERSHIP

ALL ESSENTIAL PERSONNEL

- Coordinates and oversees the initial COOP activities, including activation and direction and oversight of the response
- Provides executive-level guidance and decision-making throughout the continuity event
- Manages the mitigation of the initiating hazard, the recovery of the primary facility, and the reconstitution and restoration of the primary facility, or the transition/construction of a new facility

EXTERNAL NOTIFICATION

AFFECTED DEPARTMENT

- Responsible for pre-identifying and notifying external partners representatives of the current situation as it relates to the event(s) that occurred and other pertinent information on operations
- Provides instructions to external partners as to how to proceed

INTERNAL NOTIFICATION

TOWN ADMINISTRATOR / EMD

- Coordinates internal notifications to staff members of the event(s) and course(s) of action they will need to take under the COOP

PLANNING & INFORMATION MANAGEMENT

TOWN ADMINISTRATOR / EMD

- Provides guidance, information, and incident-related plans for implementing the response
- Develops recovery plans to return the primary facility to normal operations

TELEWORK MANAGER

INFORMATION TECHNOLOGY, BUSINESS MANAGER & DEPARTMENT HEADS

- Ensures that each eligible employee is authorized to telework during a continuity event
- Provides an interactive telework training program to telework employees
- Provides necessary telework agreements based on town policies
- Ensures that telework policies and procedures are coordinated through the Information Technology Department, the Business Manager and Department Heads
- Ensures provisions for access to essential records at telework locations
- Ensures that telework policy and procedures are up-to-date and understood by personnel
- Provides a viable option if telework is not possible

ESSENTIAL RECORDS MANAGER

INFORMATION TECHNOLOGY, TOWN CLERK, ASSESSOR, PLANNING DEPARTMENT

- Maintains, organizes, protects and produces essential records
- Provides records as requested to other town officials to support the continuity event

EMERGENCY RELOCATION GROUP (ERG)

The Emergency Relocation Group (ERG) is an appointed group of emergency employees assigned to report to an alternate facility and prepare for the performance of mission essential functions. Line of Succession will follow the typical chain of command.

ERG TEAM LEADER

- Directs the physical relocation to the continuity site from the primary site
- Establishes sign-in procedures for ERG group members and non-ERG employees
- Manages other critical tasks related to the continuity of operations

FACILITIES

- Ensures the ongoing protection of the affected primary facility
- Assures the suitability of the continuity site and works with the ERG Team Leader to make necessary accommodations for the effective use of the continuity site

COMMUNICATIONS

- Provides communications support to enable the continuation of Mission Essential Functions (MEFs)

INFORMATION TECHNOLOGY

- Recovers and relocates essential technology equipment and hardware to the continuity site
- Ensures technological support, internet access, and hardware and software support at the continuity site

SUPPLIES & LOGISTICS

- Identifies, recovers and relocates essential supplies and resources that are required to support the continuity site
- Provides logistical support and tracking for the movement of resources to the continuity site

FINANCE

- Supports the financial needs of the continuity site
- Maintains financial records related to the continuity site for future reimbursement if appropriate

NON-ERG EMPLOYEES – REMAINING PERSONNEL

NON-ERG PERSONNEL LEAD

- Provides situation status to non-ERG staff regarding the continuity event
- Notifies non-ERG staff about actions needed due to the continuity event, such as teleworking

NON-ERG PERSONNEL

- Be familiar with the Durham COOP and the identified MEFs and ESAs
- Participate in continuity training, tests, and exercises
- Follow instructions on where to report during a continuity event
- Carry out assignments during a continuity event
- Be prepared to assist with or assume the roles of ERG personnel

ALTERNATE FACILITY RELOCATION

Upon activating the COOP and when an alternate facility is required, the Emergency Relocation Group (ERG) will be activated. The ERG will provide instructions on moving operations to the alternate facility or continuity site. These actions will include deploying go-kits to the alternate facility and reestablishing the MEFs & ESAs.

If the primary operating facility is rendered inoperable, damaged, or otherwise unable to be accessed or used, the identified continuity sites can continue Durham’s MEFs & ESAs. Alternate facilities are outlined in Annexes A-F for each department or operation.

RELOCATION PROCESS

Following activation of the plan and notification of personnel, the affected department must move personnel and essential records to the most appropriate alternate facility. The Emergency Relocation Group (ERG) will deploy to the predetermined alternative facility with go-kits and other equipment necessary to establish operations and assume the identified MEFs & ESAs; for more details, see Annexes A-F for each department or operation.

By documenting relocation procedures, each department ensures the most effective move to the continuity site. The relocation may be required during regular business hours or non-business hours and may or may not be preceded by advance notice. Elements of relocation procedures include, but are not limited to:

TRANSPORTATION

- What essential equipment will be needed, and how will the essential equipment be transported to the new site?
- How will essential personnel be transported to the new site?
- How or will the functional needs population be transported?
- Is specialized equipment required for the move?

SAFETY & SECURITY

- What safety measures and security will be needed at the continuity site?
- What safety measures and security will be needed at the damaged site?
- Are there any special precautions or special measures that need to be taken?

STAFFING

- How will members of the Emergency Relocation Group (ERG) deploy?
- How accessible are prepared documents and go-kits that will be needed at the continuity site?
- How will relocation affect staff levels and operating hours?
- Should non-ERG employees remain at their places of residence or report to another location?
- Will those employees who are not identified as continuity staff be authorized to telework?
- How will ERG and non-ERG personnel be able to communicate?
- How will ERG and non-ERG personnel access essential records at the continuity site or telework locations?

During activations, personnel not identified as continuity staff may be asked to replace or augment the Emergency Relocation Group or other continuity team members. The Continuity Coordinator will coordinate the replacement or augmentation of COOP teams on a case-by-case basis. Personnel not identified as continuity staff will be notified about what location to report to or instructions regarding telework.

During a continuity activation, Durham may need to procure personnel, equipment, and supplies that are not already in place or available on an emergency basis. Mutual aid systems, neighboring communities, NH Homeland Security and Emergency Management, the Strafford County Regional Public Health Network, the American Red Cross and other agencies may be available to assist.

PHASE III: CONTINUITY OF OPERATIONS¹⁰**PREPARING FOR CONTINUITY OPERATIONS**

Upon activation of the Continuity of Operations Plan, Durham will go through the activation, notification, and relocation procedures established in the previous sections of this plan. Durham must ensure that the COOP can become operational within the minimum acceptable period for MEFs & ESAs disruption, but in all cases must be functional within 12 hours of plan activation. The plan should also provide operation for up to 30 days at the alternate facility or until normal operations can be resumed.

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

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

¹⁰ Bulleted items in sections covering the four phases of this COOP include both pertinent information (•) and action items (□)

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

- Report immediately to the facility entrance for check-in and processing
- Receive all applicable instructions and equipment
- Report to their designated workspace or as otherwise notified during the activation process
- Retrieve pre-positioned information and activate specialized systems or equipment
- Monitor the status of personnel and resources
- Continue MEFs & ESAs
- Prepare and disseminate instructions and reports, as required
- Document all COOP activities
- Notify family members and emergency contacts for employees as necessary

MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORT ACTIVITIES BY DEPARTMENT

Each department listed in this plan has identified Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs). The inability to provide these MEFs and ESAs forms the basis for determining whether or not to activate this COOP and relocate to a continuity site. Mission Essential Functions and Essential Supporting Activities are listed in Annexes A-F by each department.

CONTINUING MISSION ESSENTIAL FUNCTIONS AND ESSENTIAL SUPPORTING ACTIVITIES

If the personnel, equipment, supplies, etc., are not available to restore a MEF or ESA, then consideration should be given to the possibility to defer, suspend, or devolve that function. Consideration should also be given to which MEFs & ESAs must be conducted at the alternate facility and which MEFs & ESAs can be done through telework. If MEFs & ESAs must be performed at the alternative facility, consideration should be given to the protection of employees in events such as a pandemic or epidemic.

PERSONNEL ACCOUNTABILITY

During business hours, town officials and department heads will immediately account for all personnel and maintain accountability as employees transition to the alternate facility, their residences (i.e., telework), or other locations. Accountability will be achieved outside business hours when the notification procedure is completed by communicating with each employee. As employees report to their duty stations (alternate facility, telework, etc.), accountability will be maintained through routine communication and regular status checks.

ORDERS OF SUCCESSION

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

DELEGATIONS OF AUTHORITY

Delegations of authority specify activities to be performed by individuals authorized to act on behalf of a critical position. Delegations of authority provide a record of the transfer of legal authority for officials to make key policy decisions during a continuity event. Delegations of authority ensure that the essential functions can continue. Like orders of succession, delegations of authority should be considered for day-to-day operations. Delegations of authority should be determined before an emergency or event to ensure continued operations of critical functions without delay. Delegations of authority are listed in Annexes A-F by each department.

All delegations of authority should state explicitly:

- The authority that is being delegated, including exceptions
- To whom the authority is being delegated (by title)
- The circumstances under which the delegated authorities would become active
- The circumstances under which the delegated authorities would be terminated
- The successor's ability to re-delegate those authorities.

DEVOLUTION

Devolution is the process of transferring statutory authority and responsibility from an organization's primary operating staff and facilities to a separate organization's employees and facilities for an extended time. Devolution may also be a temporary measure until the ERG can assume operations from the alternate facility. The responsibility for the completion of the identified MEFs and ESAs would be devolved from Durham.

Devolution is required in cases when:

- The primary and continuity facilities are damaged or not accessible
- The staff is unable to sustain operations at the primary and continuity facilities
- Available resources (personnel, equipment, supplies, etc.) are unavailable, and the agency cannot fulfill the identified MEFs and ESAs.

Like delegations of authority, the devolution plan should indicate the following:

- The authority that is being delegated, including exceptions
- To whom and what agency the authority is being delegated
- The circumstances under which the devolved operations would become effective
- The circumstances under which the devolved operations would terminate
- The organization's ability to re-delegate those authorities
- The organization's ability to re-assume its primary essential functions and supporting activities

Direction and Control would be transferred to the available continuity site, which will assume the MEFs & ESAs that cannot be performed and cannot be delayed. Devolution plans are listed in Annexes A-F by each department.

PHASE IV: RECONSTITUTION OPERATIONS¹¹

ASSESSMENT AND PREPARATION FOR RECONSTITUTION OPERATIONS

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

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

In this plan, the primary facility for reconstitution is either the salvaged or repaired original facility or a new facility that will become permanent. Other considerations for reconstitution include:

- The time frame of the hazard event and recovery/reconstitution operations
- The utilization of the Emergency Relocation Group to begin reestablishing MEFs & ESAs at the primary facility
- Taking notes for After Action Reports (AAR), an Improvement Plan (IP), and improvements to this COOP

In a timely fashion, the Continuity Notification and Response Team will initiate and coordinate operations to salvage, restore, and recover the primary facility after receiving approval from appropriate entities (such as local emergency services). The Continuity Coordinator will serve as the Reconstitution Manager and oversee the reconstitution process. Each department will appoint a reconstitution Point of Contact to coordinate with the Reconstitution Manager. The Point of Contact will update personnel on developments regarding reconstitution and the return to normal operations at the primary facility.

During continuity operations, the Continuity Notification and Response Team must have access or status of the primary operating facility being affected by the event. The Continuity Notification and Response Team will then determine how much time is needed to repair or restore the affected facility or acquire a new facility. This determination is made in conjunction with Durham's critical partners.

RECONSTITUTION PROCESS AND PROCEDURES

Reconstitution procedures commence when the Continuity Coordinator and the Continuity Notification and Response Team have determined that the emergency has ended and is unlikely to reoccur. Reconstitution plans are viable regardless of the level of disruption that initially prompted the implementation of the COOP. Once the Continuity Coordinator makes the determination, in coordination with other applicable authorities, one or a combination of the following actions may be implemented:

¹¹ Bulleted items in sections covering the four phases of this COOP include both pertinent information (•) and action items (□)

-
- Inform all personnel that the threat of an actual emergency no longer exists, and provide instructions and information regarding the resumption of normal operations
 - Notify staff of their work schedule, reporting location(s), or leave status
 - Supervise an orderly return to the repaired/restored operating facility, the new permanent operating facility, or another temporary facility
 - Verify all primary systems, communications, and other required capabilities are available and operational at the new or restored facility and that the affected department is capable of accomplishing all MEFs & ESAs at the new or restored facility
 - Conduct an After-Action Report (AAR) of continuity operations and the effectiveness of plans and procedures within 30 days. Identify areas for improvement in an Improvement Plan (IP), and develop a remedial action plan within 30 days.
 - Make required notifications to indicate that the entity has resumed normal operations
 - Identify which, if any, records were affected by the incident and ensure an effective transition or recovery of essential records and databases back to the primary facility
 - Each department will ensure that employees are notified of return-to-work procedures or special instructions based on the information available at the time of the incident

Before returning to the primary or new operations facility, an appropriate safety, security, and health assessment should be completed to determine suitability for reconstitution and resumption of operations. Upon verification that the required capabilities are available and operational at the primary facility and that the affected department is fully capable of accomplishing all MEFs & ESAs and operations with personnel, equipment, and documents may return. Any devolved functions shall be returned to the affected department. The Continuity Notification and Response Team will develop an event-specific reconstitution plan based upon the incident, affected functions, and available resources. It will generally follow a priority-based phase down and return plan.

The affected department will continue to operate at the alternate facility until ordered to cease operations from the Continuity Coordinator. At that time, all Mission Essential Functions, Essential Supporting Activities, and non-essential activities will return to the new repaired/restored primary operating facility and continuity of operations will cease.

Town officials will identify any records affected by the incident and make every effort to effectively transition or recover essential records and databases.

AFTER-ACTION REPORTING AND IMPROVEMENT PLANNING

The affected department will conduct an After-Action Review to develop an After-Action Report (AAR) once normal operations have been reestablished in the new or repaired/restored primary operations facility. All personnel involved in the continuity event should have the opportunity to participate in the after-action process. The AAR will show the effectiveness of the continuity plans and procedures, identify areas for improvement, and document the findings. The Improvement Plan (IP) will include a remedial action plan for areas identified as needing improvement. The AAR/IP process will be completed within 30 days.

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CHAPTER 3 – INTELLIGENCE, TRAINING, PLAN MAINTENANCE & ACTION ITEMS

Table of Contents

CONTINUITY OF OPERATIONS INTELLIGENCE.....	45
TEST, TRAINING, AND EXERCISE PROGRAM.....	45
<i>Training & Exercises</i>	46
<i>Continuity TT&E Schedule</i>	46
<i>Documentation, After-Action Reports, and Improvement Plans</i>	47
CONTINUITY OF OPERATIONS PLAN MAINTENANCE.....	47
ACTION ITEMS.....	47

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CONTINUITY OF OPERATIONS INTELLIGENCE

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

COOP Intelligence Requirements			
Information Element	Specific Requirement	Responsible position(s)	Deliverable(s)
Personnel Accountability	Account for all continuity and non-continuity employees	Continuity Coordinator	Reports & Briefings
Operational Status	Information relating to continuity operations such as progress towards establishing operations at alternate facility, status of systems and the need for additional resources.	Continuity Notification and Response Team Emergency Relocation Group	Situation Reports
Hazard Information	Threats to primary facility and any to alternate facility	Continuity Notification and Response Team Emergency Responders, etc.	Reports & Briefings

TEST, TRAINING, AND EXERCISE PROGRAM

The Town of Durham maintains a Test, Training, and Exercise (TT&E) program; a TT&E program is an essential component of its strategy to develop and maintain its continuity capability, plans, policies, and procedures. The TT&E program represents a townwide effort to ensure personnel and their organizational elements have been trained and exercised at least annually, and that adequate resources are on hand and appropriately tested to support and validate continuity operations. In the absence of actual COOP activations and deployments, TT&E events are the critical means the town can assess the viability of this Continuity of Operations Plan and the continuity of the operations program as a whole. TT&E is also critical for operational elements of the COOP, such as the ERG, to demonstrate their capability and identify practical shortfalls in plans, policies and procedures.

An organization's continuity exercise program focuses primarily on evaluating capabilities or an element of a capability, such as a plan or policy, in a simulated situation. The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise plan that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. The HSEEP is a pillar of the National Exercise Program framework. Organizations should refer to the HSEEP for additional exercise and evaluation guidance. TT&E events are performed at regular intervals, under the Continuity Guidance Circular (CGC) requirements 1.

TRAINING & EXERCISES

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

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

CONTINUITY TT&E SCHEDULE

Individual or Group to Receive Training or Exercise	Type of Training	Individual to Provide Training	Training Frequency
Key Town Officials & Department Personnel	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)	Continuity Coordinator & Department Heads	Annual awareness or when plan changes occur
Entire Workforce	Conduct continuity awareness briefings or orientation for the entire workforce	Continuity Coordinator & Department Heads	Annual awareness or when significant plan changes occur
Pre-delegated Authorities & Successors	Orders of Succession and Delegation of Authority Awareness	Each Department Head	Annual awareness or when delegations or successors change or when significant plan changes occur
	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)		
Pre-delegated ERG and non-ERG team members	Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility	Each Department Head	Annual awareness or when significant plan changes occur
	Train continuity personnel on roles and responsibilities		
New Personnel	Continuity Awareness Briefing (or other means of orientation)	Each Department Head	Within 60 days of hire

DOCUMENTATION, AFTER-ACTION REPORTS, AND IMPROVEMENT PLANS

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

CONTINUITY OF OPERATIONS PLAN MAINTENANCE

The Continuity Manager and the Continuity Planner will review this COOP's MEFs & ESAs, key personnel, and critical information annually and ensure that no part of the plan goes for more than two years without being reviewed and revised per the recommendations from CPG 101. Furthermore, the COOP should be reviewed, revised, and updated as necessary due to, but not limited to, the events listed below. Annual review forms are located in Chapter 4 for the next four years, expecting a complete review to begin in five years.

Review of the COOP should also take place when there have been:

- Major incidents which precipitated a COOP activation
- Changes in operational resources (ex. policy, personnel, organizational structures, management processes, facilities, or equipment)
- Formal updates of planning guidance or standards
- Changes in elected officials
- Changes in the demographics or threat/hazard profile in Durham
- Changes in the acceptability of various risks
- Enactments of new or amended laws, ordinances, policies, etc. at the federal, state, or local level
- Significant training, exercises and drills

ACTION ITEMS

Action items, or recommendations, to improve each department's response during a continuity event are detailed in Annexes A-F by each department or operation.

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Chapter 4 – Administrative & Reference Materials

Table of Contents

ADMINISTRATIVE DOCUMENTS	51
<i>Record of Revisions & Changes for the Durham COOP</i>	51
<i>Record of Distribution for the Durham COOP</i>	51
<i>Statement of Promulgation – Durham Continuity of Operations Plan (COOP)</i>	53
<i>Annual Review - Year One</i>	55
<i>Annual Review - Year Two</i>	57
<i>Annual Review - Year Three</i>	59
<i>Annual Review - Year Four</i>	61
REFERENCE MATERIALS	63
<i>Town Statistics</i>	63
<i>COOP Acronyms & Abbreviations</i>	68
<i>Definitions</i>	69
<i>Authority of Emergency Response Agencies</i>	73
<i>National Security & Homeland Security Presidential Directive</i>	75

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ADMINISTRATIVE DOCUMENTS

RECORD OF REVISIONS & CHANGES FOR THE DURHAM COOP

Revision or Change	Position	Date of Change	Details on Annual Review Form, Year #
Development of Initial Plan	COOP Planning Team	2021	Not applicable

RECORD OF DISTRIBUTION FOR THE DURHAM COOP

Date of Delivery	Number of Copies Delivered	Method Delivered	Organization Receiving Copies

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STATEMENT OF PROMULGATION – DURHAM CONTINUITY OF OPERATIONS PLAN (COOP)

Durham’s COOP was developed to mitigate the effects of an incident or emergency, disrupting day-to-day and emergency operations. This plan will supplement Durham’s administrative policies, standard operating procedures and guidelines, and integrate with other available plans in the community as listed in Chapter 1, Authorities & References. This plan shall become effective upon approval of the Town Administrator and shall supersede any previous versions, should they exist, of Durham’s Continuity of Operations Plan.

WHEREAS, The Town of Durham received funding from NH Homeland Security and Emergency Management under an Emergency Management Performance Grant (EMPG) to assist in the preparation of the Durham Continuity of Operations; and

WHEREAS, several public planning meetings were held between January 2020, and July 2020 regarding the development of the Durham Continuity of Operations Plan; and

WHEREAS, the Town Administrator of the Town of Durham is charged by municipal charter with the preservation of health, safety, and welfare of persons and property and shall see to the enforcement of ordinances of the town, the Town Charter, and the laws of the State of New Hampshire; and

WHEREAS, Section 4.5 of the Durham Town Charter Confers upon the Town Administrator such other powers and duties as may be conferred upon Mayors of cities and Selectmen of towns by general laws; and

NOW, THEREFORE BE IT RESOLVED that the Durham Town Administrator hereby adopts the 2021 version of the Durham Continuity of Operations Plan.

ADOPTED AND SIGNED this 24 day of August, 2021



Todd I. Selig, Durham Town Administrator

ATTEST:



Lorrie Pitt, Durham Town Clerk, Deputy

Signatures are scanned-original signatures on file.

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ANNUAL REVIEW - YEAR ONE

The Town of Durham, NH, should review this plan annually and note any changes, significant events, or service disruptions in the past year.

**Durham, NH
Continuity of Operations Plan, 2021**

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM EMERGENCY MANAGEMENT DIRECTOR

Reviewed and Approved by the Town Administrator

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM TOWN ADMINISTRATOR

Reviewed and Approved by the Fire Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM FIRE CHIEF

Reviewed and Approved by the Police Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM POLICE CHIEF

Reviewed and Approved by the Public Works Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM DIRECTOR OF PUBLIC WORKS

Please use the reverse side to add notes 

ANNUAL REVIEW - YEAR TWO

The Town of Durham, NH, should review this plan annually and note any changes, significant events, or service disruptions in the past year.

**Durham, NH
Continuity of Operations Plan, 2021**

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM EMERGENCY MANAGEMENT DIRECTOR

Reviewed and Approved by the Town Administrator

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM TOWN ADMINISTRATOR

Reviewed and Approved by the Fire Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM FIRE CHIEF

Reviewed and Approved by the Police Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM POLICE CHIEF

Reviewed and Approved by the Public Works Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM DIRECTOR OF PUBLIC WORKS

Please use the reverse side to add notes 

ANNUAL REVIEW - YEAR THREE

The Town of Durham, NH, should review this plan annually and note any changes, significant events, or service disruptions in the past year.

**Durham, NH
Continuity of Operations Plan, 2021**

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM EMERGENCY MANAGEMENT DIRECTOR

Reviewed and Approved by the Town Administrator

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM TOWN ADMINISTRATOR

Reviewed and Approved by the Fire Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM FIRE CHIEF

Reviewed and Approved by the Police Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM POLICE CHIEF

Reviewed and Approved by the Public Works Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM DIRECTOR OF PUBLIC WORKS

Please use the reverse side to add notes 

ANNUAL REVIEW - YEAR FOUR

The Town of Durham, NH, should review this plan annually and note any changes, significant events, or service disruptions in the past year.

**Durham, NH
Continuity of Operations Plan, 2021**

Reviewed and Approved by the Emergency Management Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM EMERGENCY MANAGEMENT DIRECTOR

Reviewed and Approved by the Town Administrator

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM TOWN ADMINISTRATOR

Reviewed and Approved by the Fire Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM FIRE CHIEF

Reviewed and Approved by the Police Chief

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM POLICE CHIEF

Reviewed and Approved by the Public Works Director

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____ DURHAM DIRECTOR OF PUBLIC WORKS

Please use the reverse side to add notes 

REFERENCE MATERIALS

TOWN STATISTICS

Town Statistics				
Census Population Data	2010	2000	1990	1980
Durham, NH - Census Population Data	14,638	12,684	11,816	10,652
Strafford County	123,143	112,676	104,348	85,324
<i>Population Estimate for 2019 (US Census)</i>	16,293 (7,000 residents, 9,000 students)			
<i>Elderly Population-% over 65 (ACS 2015-2019)</i>	0.08%			
<i>Median Age (ACS 2015-2019)</i>	20.8			
<i>Median Household Income (ACS 2015-2019)</i>	\$81,995			
<i>Individuals below the poverty level (ACS 2015-2019)</i>	27.1%			
<i>Change in Population-Winter (%)</i>	0%			
<i>Change in Population-Summer (%)</i>	0%			
<i>Change in Population due to UNH</i>	Approximately 20,000			
<i>Special Event Population (%)</i>	Approximately 20,000 - 25,000			
Housing Statistics (2010 Census)				
<i>Total Housing Units</i>	3,092			
<i>Occupied Housing Units</i>	2,960 (1,713 Owner Occupied; 1,247 Renter Occupied)			
<i>Vacant Housing Units</i>	132 (24 Seasonal, Recreation, Occasional Use; 36 All Other Vacants)			
*Values	Assessed Value (2019 MS-1)	Market Value (equalized assessed value)	1% Damage (based on market value)	5% Damage (based on market value)
<i>Residential</i>	\$505,654,900	\$543,714,946	\$5,437,149	\$27,185,747
<i>Manufactured Housing</i>	\$171,000	\$183,871	\$1,839	\$9,194
<i>Commercial</i>	\$263,242,400	\$283,056,344	\$2,830,563	\$14,152,817
<i>Tax Exempt</i>	\$127,085,300	\$136,650,860	\$1,366,509	\$6,832,543
<i>Tax Exempt - UNH</i>	\$1,068,285,700	\$1,148,694,301	\$11,486,943	\$57,434,715
<i>Utilities</i>	\$40,460,800	\$43,506,237	\$435,062	\$2,175,312
Totals	\$4,160,706,659	\$4,473,878,128	\$44,738,781	\$223,693,906
*Values provided by the Durham Assessor's Office, January 22, 2020; the chart above indicates the likely loss value based on market value and either a loss of 1% or 5% of structures in the community.				
**As of 4/1/2019, the assessed values reflect 93% of market value based on the 2019 mean equalization ratio determined by the NH Department of Revenue Administration. Market Values reflect the equalized assessed values, which are used to determine the loss in value.				

Town Statistics	
Regional Coordination	
<i>County</i>	Strafford
<i>Tourism Region</i>	Seacoast
Municipal Services & Government	
<i>Town Administrator</i>	Yes
<i>Town Council (9 member)</i>	Yes; elected
<i>Planning Board</i>	Yes; appointed
<i>School Board</i>	Yes; elected
<i>Zoning Board of Adjustment</i>	Yes; appointed
<i>Conservation Commission</i>	Yes; appointed
<i>Master Plan</i>	Yes; 2018
<i>Emergency Operation Plan (EOP)</i>	Yes; 2020
<i>Hazard Mitigation Plan (HMP)</i>	Yes; 2017
<i>Zoning Ordinances</i>	Yes; November 18, 2019
<i>Subdivisions Regulations</i>	Yes; 2015
<i>Capital Improvement Plan</i>	Yes
<i>Capital Reserve Funds</i>	Yes
<i>Building Permits Required</i>	Yes
<i>Town Web Site</i>	Yes; www.ci.durham.nh.us
<i>Floodplain Ordinance</i>	Yes; part of Zoning Ordinance
<i>Member of NFIP</i>	May 3, 1990
<i>Flood Insurance Rate Maps (DFIRMS)</i>	September 3, 2015
<i>Flood Insurance Rate Study (FIS)</i>	September 3, 2015
Percent of Local Assessed Valuation by Property Type-2019 (NH Department of Revenue)	
<i>Residential Buildings</i>	64.8%
<i>Commercial Land & Buildings</i>	31.8%
<i>Other (including Utilities)</i>	3.4%
Emergency Services	
<i>Town Emergency Warning System</i>	CodeRED
<i>School Emergency Warning System</i>	PowerSchool (can add an emergency priority)
<i>Town Website Emergency Notifications</i>	Emergency Banner Notifications
<i>UNH Emergency Warning System(s)</i>	Emergency Notification System (ENS); also has an audible siren system that provides instructions that reaches downtown

Town Statistics	
<i>Emergency Page</i>	No
<i>Social Media</i>	Facebook: Town, Police Department, Fire Department, Library, Parks & Recreation; also, Twitter and Instagram accounts
<i>ListServ/Subscription Service</i>	Yes; 3,000 people have signed up; Durham Friday Updates
<i>Local Newspapers</i>	Foster's Daily Democrat, Seacoast Online, Union Leader
<i>Public Access TV</i>	Channel 22; also has live streaming and video on demand
<i>School Public Access TV</i>	Channel 95
<i>Local TV Stations</i>	WMUR (channel 9), DCAT (channel 11)
<i>Local Radio</i>	WUNH 91.3 FM, WTSN 1270 AM (Dover)
<i>Police Department</i>	Yes; full-time Chief, 21 full-time, 1 part-time
<i>Police Dispatch</i>	Strafford County Sheriff's Office
<i>Police Mutual Aid</i>	Surrounding Towns, NH State Police, Strafford County Sheriff's Office
<i>Animal Control Officer</i>	No; Animal Control handled by the Police Department
<i>Fire Department</i>	Yes; full-time Chief, 25 full-time, 13 paid-on-call
<i>Fire Dispatch</i>	Strafford County Sheriff's Office
<i>Fire Mutual Aid</i>	Seacoast Chief Fire Officers Mutual Aid District
<i>Fire Stations</i>	One
<i>Town Tree Warden</i>	Yes
<i>Emergency Medical Services</i>	Durham Fire Department
<i>EMS Dispatch</i>	Strafford County Sheriff's Office
<i>Emergency Medical Transportation</i>	McGregor Memorial EMS (dispatched by UNH Communications)
<i>HazMat Team</i>	Seacoast Technical Assistance Response Team (START)
<i>Established EMD</i>	Yes
<i>Established Assistant EMD</i>	Yes
<i>Public Health Network</i>	Strafford County Public Health Network
<i>Health Officer</i>	Yes
<i>Deputy Health Officer</i>	Yes
<i>Code Enforcement Officer</i>	Yes
<i>Established Public Information Officer (PIO)</i>	No
<i>Nearest Hospital(s)</i>	Wentworth-Douglass, Dover (6 miles, 148 beds)
	Portsmouth Hospital, Portsmouth (10 miles, 209 beds)
	Exeter Hospital, Exeter (11 miles, 100 beds)
	Frisbie Memorial Hospital, Rochester (15 miles, 103 beds)

Town Statistics	
<i>Local Humane Society or Veterinarians</i>	Stratham ASPCA (Stratham), Pope Memorial Humane Society (Dover), Great Bay Animal Hospital (Dover), Dover Veterinary Hospital (Dover)
<i>Primary EOC</i>	Town Hall (generator)
<i>Secondary EOC</i>	Fire Station (generator)
<i>Tertiary EOC</i>	Police Station (generator)
<i>Regional Shelters (shelter dependent)</i>	Rochester Community Center, Exeter High School, Dover High School & Sanborn Regional High School
<i>Local Town Primary Shelter</i>	Oyster River High School (generator)
<i>Local Town Secondary Shelter</i>	Oyster River Middle School (generator)
<i>UNH Shelter</i>	Whittemore Center/Hamel Recreation for students, faculty & residents as needed (generator)
<i>Cooling & Warming Center</i>	Town Hall, Durham Public Library, Hamel Recreation (UNH) (generators)
Utilities	
<i>Town Sewer</i>	Municipal
<i>Department of Public Works</i>	Yes; full-time Director, 23 full-time, 5 part-time
<i>Miles of Class V Roads</i>	62 miles; 5 miles of which are gravel
<i>NH Public Works Mutual Aid</i>	No
<i>Town Water</i>	UNH/Durham Water System (UNH campus and downtown urbanized area), private wells
<i>Wastewater Treatment Plant</i>	Yes
<i>Electric Supplier</i>	Eversource Energy, NH Electric Coop
<i>Natural Gas Supplier</i>	Unitil
<i>Cellular Telephone Access</i>	Yes
<i>Pipelines</i>	Methane Gas "ECO Line" Pipeline (Rochester transfer station to UNH central plant), natural gas distribution line (downtown)
<i>High-Speed Internet</i>	Yes
<i>Telephone Company</i>	Consolidated Communications, First Light, Comcast
<i>Several Solar Farms</i>	640 kW solar field, solar panels on Police Station, Recreation Department Building and Ice Rink and 120 kW solar panel on Durham Public Library
Transportation	
<i>Primary Evacuation Routes</i>	US Route 4, NH Route 108, NH Route 155A, Main Street
<i>Secondary Evacuation Routes</i>	Durham Point Road, Madbury Road, Packers Falls Road, Mill Road, Bennett Road
<i>Nearest Interstate</i>	I-95, Exit 5 (8 miles)
<i>Nearest Commercial Airport(s)</i>	Pease International, Portsmouth (9 miles)

Town Statistics	
	Manchester-Boston Regional Airport, Manchester (38 miles)
<i>Public Transportation</i>	COAST, Wildcat Transit
<i>Railroad</i>	Amtrak Downeaster (one stop at UNH Dairy Bar, stops ten times a day, passenger and freight)
Education & Childcare	
<i>Pre-School</i>	Preschool Education Program at Oyster River High School (ages 2-5), primarily for special education students
<i>Elementary</i>	K-4, Mast Way Elementary School (Lee) or Moharimet Elementary School (Madbury)
<i>Middle School</i>	Oyster River Middle School (grades 5-8)
<i>High School</i>	Oyster River High School (grades 9-12)
<i>School Administrative Unit</i>	SAU 5
<i>Private School</i>	No
<i>UNH</i>	16,000 student enrollments
<i>2020 NH Licensed Childcare Facilities</i>	2 facilities, 138 capacity (UNH early Childhood Development Center & Growing Places)
Fire Statistics (NH Division of Forests & Lands, Fire Warden Report, 2018 and the Town)	
<i>Wildfire Fire Calls (2019)</i>	8 fires, \$250 in losses
<i>Strafford County Fire Statistics (2019)</i>	0 fires, 0 acres
<i>State Forest Fires Statistics (2019)</i>	15 fires, 23.5 acres
*American Community Survey; Census Bureau; a five-year average of returned long-form census forms	
Information found in Table 2.1, unless otherwise noted, was derived from the Economic & Labor Market Information Bureau, NH Employment Security, January 2019. Community Response Received 6/19/2019; https://www.nhes.nh.gov/elmi/products/cp/profiles-pdf/durham.pdf	

COOP ACRONYMS & ABBREVIATIONS

AAR	After Action Report	HSEM	Homeland Security Emergency Management
ACS	Acute Care Site	IAP	Incident Action Plan
ARC	American Red Cross	IC	Incident Commander
ARES	Amateur Radio Emergency Service	ICC	Incident Command Center
BFE	Base Flood Elevation	ICS	Incident Command System
BOCA	Building Officials and Code Administrators	JIC	Joint Information Center
CBRNE	Chemical, Biological, Radiological,	LEOP	Local Emergency Operations Plan
CDC	Centers for Disease Control and Prevention	MAPS	Mapping and Planning Solutions
CDP	Center for Domestic Preparedness	MCI	Mass Casualty Incident
CERT	Community Emergency Response Team	MEF	Mission Essential Function
CFR	Code of Federal Regulations	MOU	Memorandum of Understanding
CIKR	Critical Infrastructure & Key Resources	NAWAS	National Warning System
CIP	Capital Improvements Program	NEF	National Essential Function
COG	Continuity of Government	NERF	Non-Emergency Response Facility
COGCON..	Continuity of Government Readiness Conditions	NFIP	National Flood Insurance Program
COOP	Continuity of Operations	NGVD	National Geodetic Vertical Datum of 1929
CPCC	Continuity Policy Coordination Committee	NIMS	National Incident Management System
CWPP	Community Wildfire Protection Plan	NOAA	National Oceanic and Atmospheric Association
DBEA	Department of Business & Economic Affairs	NRP	National Response Plan
DBHRT	Disaster Behavioral Health Response Team	NSPD	National Security Presidential Directive
DEMD	Deputy Emergency Management Director	NTAS	National Terrorism Advisory System Nuclear and Explosive
DES	Department of Environment Services	NWS	National Weather Service
DFO	Disaster Field Office	PA	Public Assistance
DHHS	Department of Health and Human Services	PDA	Preliminary Damage Assessment
DHS	Department of Homeland Security	PDD	Presidential Decision Directive
DMCR	Disaster Management Central Resource	PIO	Public Information Officer
DNCR	Department of Natural & Cultural Resources	PMEF	Primary Mission Essential Function
DOD	Department of Defense	POD	Point of Distribution
DOE	Department of Energy	PPE	Personal Protective Equipment
DOJ	Department of Justice	PR	Potential Resources
DOT	Department of Transportation	PSA	Public Service Announcement
DPW	Department of Public Works	RERP	Radiological Emergency Response Plan
DRC	Disaster Recovery Center	RNAT	Rapid Needs Assessment Team
EAS	Emergency Alert System	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

All-Hazards – A classification encompassing all conditions, environmental or human-caused, that has the potential to cause injury, illness, or death; damage to or loss of equipment, infrastructure services, or property; or alternatively causing functional degradation to social, economic, or environmental aspects. These include accidents, technological events, natural disasters, space weather, domestic and foreign-sponsored terrorist attacks, acts of war, weapons of mass destruction, and chemical, biological (including pandemic), radiological, nuclear, or explosive events.

Alternate Locations – Fixed, mobile, or transportable locations, other than the primary operating facility, where leadership and continuity personnel relocate in order to perform essential functions following activation of the continuity plan.

Business Impact Analysis (BIA) – A method of identifying the consequences of failing to perform a function or requirement.

Business Process Analysis (BPA) – A method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, interdependencies, and alternate locations inherent in the execution of a function or requirement.

Continuity – The ability to provide uninterrupted services and support, while maintaining organizational viability, before, during, and after an incident that disrupts normal operations.

Continuity Capability – The ability of an organization to continue to perform its essential functions, using COOP and COG programs and continuity requirements that have been integrated into the organization's daily operations. The primary goal is preserving of our form of government under the U.S. Constitution and the continued performance of NEFs and organizational essential functions under all conditions.

Continuity Coordinator – The senior accountable official designated by leadership or elected officials, who is responsible for oversight of the continuity program. Continuity coordinators are supported by a continuity manager and other continuity planners within subcomponent levels throughout the organization or government.

Continuity of Government (COG) – A coordinated effort within the executive, legislative, or judicial branches to ensure that essential functions continue to be performed before, during, and after an emergency or threat. Continuity of government is intended to preserve the statutory and constitutional authority of elected officials at all levels of government across the United States.

Continuity Manager – The senior continuity planner responsible for coordinating overall continuity activities within the organization or jurisdiction. This individual managing day-to-day continuity programs, coordinating continuity planners within the organization, representing his/her organization's program externally, as appropriate, and reporting to the continuity coordinator on continuity program activities.

Continuity of Operations (COOP) – An effort within individual organizations to ensure that essential functions continue to be performed during disruption of normal operations.

Continuity Personnel – Continuity personnel, often called the Emergency Relocation Group, are those individuals identified and assigned to perform essential functions and deliver critical services in the event of continuity plan activation.

Continuity Plan – A documented plan that details how an individual organization will ensure it can continue to perform its essential functions during a wide range of incidents that impact normal operations.

Continuity Planner – The continuity planner responsible for developing and maintaining an organization or subcomponent continuity plan and integrating and coordinating the continuity plan with broader organizational or governmental guidance, requirements, and initiatives.

Continuity Planning Team – The continuity plan impacts the entire organization and requires input from various offices. The continuity planning team is comprised of those officials that assist the continuity program and planning effort.

Crisis Action Team – A team of senior leadership and/or subject matter experts to review the situation and determine if the continuity plan should be activated.

Devolution – The transfer of statutory authority and responsibility from an organization’s primary operating staff and facilities to other staff and alternate locations to sustain essential functions when necessary.

Enduring Constitutional Government (ECG) – A cooperative effort among the executive, legislative, and judicial branches to preserve the constitutional framework under which people are governed. Enduring constitutional government focuses on the ability of all three branches of government to execute constitutional responsibilities, provide for orderly succession and appropriate transition of leadership, and provide for interoperability and support of essential functions during a catastrophic emergency.

Essential Functions – A subset of organizational functions that are determined to be critical activities. These essential functions are then used to identify supporting tasks and resources that must be included in the organization’s continuity planning process.

Essential Records – Those records an organization needs to meet operational responsibilities under national security emergencies or other emergency conditions (emergency operating records) or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Federal – Of or pertaining to the Federal Government of the United States of America.

Hazard – A natural, technological, or human-caused source or cause of harm or difficulty.

Homeland Security Exercise and Evaluation Program (HSEEP) – A program that provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design, development, conduct, evaluation, and improvement planning.

Incident – An occurrence, natural or manmade, that necessitates a response to protect life or property. The word “incident” includes planned events, as well as emergencies and/or disasters of all kinds and sizes.

Jurisdiction – A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Local Government – Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Memorandum of Agreement/Memorandum of Understanding (MOA/MOU) – Written agreements between organizations that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

Mitigation – Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/ or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities.

Mutual Aid Agreement – A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Continuity Policy – It is the policy of the United States to maintain a comprehensive and effective continuity capability, composed of COOP and COG programs, in order to ensure the preservation of our form of government under the Constitution and the continuing performance of NEFs under all conditions (PPD-40, National Continuity Policy).

National Essential Functions (NEFs) – Select functions necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through COOP, COG, and ECG capabilities.

National Incident Management System (NIMS) – A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

Nongovernmental Organization (NGO) – An entity with an association based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Preparedness – Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from threats and hazards.

Prevention – The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework, the term “prevention” refers to preventing imminent threats.

Primary Operating Facility – The facility where an organization’s leadership and staff operate on a day-to-day basis.

Private Sector – Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protection – The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Reconstitution – The process by which surviving and/or replacement organization personnel resume normal operations.

Recovery – The implementation of prioritized actions required to return an organization’s processes and support functions to operational stability following a change in normal operations.

Redundancy – The state of having duplicate capabilities, such as systems, equipment, or resources.

Resilience – The ability to prepare for and adapt to changing conditions and recover rapidly from operational disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents.

Response – The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Risk – The potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences. With respect to continuity, risk may degrade or hinder the performance of essential functions and affect critical assets associated with continuity operations.

Risk Analysis – A systematic examination of the components and characteristics of risk.

Risk Assessment – A product or process that collects information and assigns values to risks to inform priorities, develop or compare courses of action, and inform decision making.

Risk Management – The process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding, transferring, or controlling it to an acceptable level considering associated costs and benefits of any actions taken.

Telework – A work flexibility arrangement under which an employee performs the duties and responsibilities of his/her position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work.

Test, Training, and Exercises (TT&E) – Activities designed to familiarize, impart skills, and ensure viability of continuity plans. TT&E aids in verifying that an organization’s continuity plan can support the continued execution of the organization’s essential functions throughout the duration of continuity plan activation.

Threat – Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Tribal – Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Whole Community – The whole community is an inclusive approach to emergency preparedness and management through the inclusion of individuals and families, including those with access and functional needs; businesses; faith-based and community organizations; non-profit groups; schools and academia; media outlets; and all levels of government, including state, local, tribal, and federal partners.

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.	

Position/Agency	Authorities	Authority
	★ 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
Department of Transportation	★ Utilize Traffic Control Devices.	RSA 228
	★ Clearing Roads of Vehicles, Debris, & 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, Fire wards, 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 and 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.	
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		

NATIONAL SECURITY & HOMELAND SECURITY PRESIDENTIAL DIRECTIVE

NATIONAL SECURITY PRESIDENTIAL DIRECTIVE/NSPD – 51
HOMELAND SECURITY PRESIDENTIAL DIRECTIVE/HSPD - 20

Subject: National Continuity Policy

PURPOSE

(1) This directive establishes a comprehensive national policy on the continuity of Federal Government structures and operations and a single National Continuity Coordinator responsible for coordinating the development and implementation of Federal continuity policies. This policy establishes "National Essential Functions," prescribes continuity requirements for all executive departments and agencies, and provides guidance for State, local, territorial, and tribal governments, and private sector organizations in order to ensure a comprehensive and integrated national continuity program that will enhance the credibility of our national security posture and enable a more rapid and effective response to and recovery from a national emergency.

DEFINITIONS

(2) In this directive:

- (a) "Category" refers to the categories of executive departments and agencies listed in Annex A to this directive;
- (b) "Catastrophic Emergency" means any incident, regardless of location, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the U.S. population, infrastructure, environment, economy, or government functions;
- (c) "Continuity of Government," or "COG," means a coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a Catastrophic Emergency;
- (d) "Continuity of Operations," or "COOP," means an effort within individual executive departments and agencies to ensure that Primary Mission-Essential Functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies;
- (e) "Enduring Constitutional Government," or "ECG," means a cooperative effort among the executive, legislative, and judicial branches of the Federal Government, coordinated by the President, as a matter of comity with respect to the legislative and judicial branches and with proper respect for the constitutional separation of powers among the branches, to preserve the constitutional framework under which the Nation is governed and the capability of all three branches of government to execute constitutional responsibilities and provide for orderly succession, appropriate transition of leadership, and interoperability and support of the National Essential Functions during a catastrophic emergency;
- (f) "Executive Departments and Agencies" means the executive departments enumerated in 5 U.S.C. 101, independent establishments as defined by 5 U.S.C. 104(1), Government corporations as defined by 5 U.S.C. 103(1), and the United States Postal Service;
- (g) "Government Functions" means the collective functions of the heads of executive departments and agencies as defined by statute, regulation, presidential direction, or other legal authority, and the functions of the legislative and judicial branches;
- (h) "National Essential Functions," or "NEFs," means that subset of Government Functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through COOP and COG capabilities; and
- (i) "Primary Mission Essential Functions," or "PMEFs," means those Government Functions that must be performed in order to support or implement the performance of NEFs before, during, and in the aftermath of an emergency.

POLICY

(3) It is the policy of the United States to maintain a comprehensive and effective continuity capability composed of Continuity of Operations and Continuity of Government programs in order to ensure the preservation of our form of government under the Constitution and the continuing performance of National Essential Functions under all conditions.

Implementation Actions

(4) Continuity requirements shall be incorporated into daily operations of all executive departments and agencies. As a result of the asymmetric threat environment, adequate warning of potential emergencies that could pose a significant risk to the homeland might not be available, and therefore all continuity planning shall be based on the assumption that no such warning will be received. Emphasis will be placed upon geographic dispersion of leadership, staff, and infrastructure in order to increase survivability and maintain uninterrupted Government Functions. Risk management principles shall be applied to ensure that appropriate operational readiness decisions are based on the probability of an attack or other incident and its consequences.

(5) The following NEFs are the foundation for all continuity programs and capabilities and represent the overarching responsibilities of the Federal Government to lead and sustain the Nation during a crisis, and therefore sustaining the following NEFs shall be the primary focus of the Federal Government leadership during and in the aftermath of an emergency that adversely affects the performance of Government Functions:

- (a) Ensuring the continued functioning of our form of government under the Constitution, including the functioning of the three separate branches of government;
- (b) Providing leadership visible to the Nation and the world and maintaining the trust and confidence of the American people;
- (c) Defending the Constitution of the United States against all enemies, foreign and domestic, and preventing or interdicting attacks against the United States or its people, property, or interests;
- (d) Maintaining and fostering effective relationships with foreign nations;
- (e) Protecting against threats to the homeland and bringing to justice perpetrators of crimes or attacks against the United States or its people, property, or interests;
- (f) Providing rapid and effective response to and recovery from the domestic consequences of an attack or other incident;
- (g) Protecting and stabilizing the Nation's economy and ensuring public confidence in its financial systems; and
- (h) Providing for critical Federal Government services that address the national health, safety, and welfare needs of the United States.

(6) The President shall lead the activities of the Federal Government for ensuring constitutional government. In order to advise and assist the President in that function, the Assistant to the President for Homeland Security and Counterterrorism (APHS/CT) is hereby designated as the National Continuity Coordinator. The National Continuity Coordinator, in coordination with the Assistant to the President for National Security Affairs (APNSA), without exercising directive authority, shall coordinate the development and implementation of continuity policy for executive departments and agencies. The Continuity Policy Coordination Committee (CPCC), chaired by a Senior Director from the Homeland Security Council staff, designated by the National Continuity Coordinator, shall be the main day-to-day forum for such policy coordination.

(7) For continuity purposes, each executive department and agency is assigned to a category in accordance with the nature and characteristics of its national security roles and responsibilities in support of the Federal Government's ability to sustain the NEFs. The Secretary of Homeland Security shall serve as the President's lead agent for coordinating overall continuity operations and activities of executive departments and agencies, and in such role shall perform the responsibilities set forth for the Secretary in sections 10 and 16 of this directive.

(8) The National Continuity Coordinator, in consultation with the heads of appropriate executive departments and agencies, will lead the development of a National Continuity Implementation Plan (Plan), which shall include prioritized goals and objectives, a concept of operations, performance metrics by which to measure continuity readiness, procedures for continuity and incident management activities, and clear direction to executive department and agency continuity coordinators, as well as guidance to promote interoperability of Federal Government continuity programs and procedures with State, local, territorial, and tribal governments, and private sector owners and operators of critical infrastructure, as appropriate. The Plan shall be submitted to the President for approval not later than 90 days after the date of this directive.

(9) Recognizing that each branch of the Federal Government is responsible for its own continuity programs, an official designated by the Chief of Staff to the President shall ensure that the executive branch's COOP and COG policies in support of ECG efforts are appropriately coordinated with those of the legislative and judicial branches in order to ensure interoperability and allocate national assets efficiently to maintain a functioning Federal Government.

(10) Federal Government COOP, COG, and ECG plans and operations shall be appropriately integrated with the emergency plans and capabilities of State, local, territorial, and tribal governments, and private sector owners and operators of critical infrastructure, as appropriate, in order to promote interoperability and to prevent redundancies and conflicting lines of authority. The Secretary of Homeland Security shall coordinate the integration of Federal continuity plans and operations with State, local, territorial, and tribal governments, and private sector owners and operators of critical infrastructure, as appropriate, in order to provide for the delivery of essential services during an emergency.

(11) Continuity requirements for the Executive Office of the President (EOP) and executive departments and agencies shall include the following:

- (a) The continuation of the performance of PMEFS during any emergency must be for a period up to 30 days or until normal operations can be resumed, and the capability to be fully operational at alternate sites as soon as possible after the occurrence of an emergency, but not later than 12 hours after COOP activation;
- (b) Succession orders and pre-planned devolution of authorities that ensure the emergency delegation of authority must be planned and documented in advance in accordance with applicable law;
- (c) Vital resources, facilities, and records must be safeguarded, and official access to them must be provided;
- (d) Provision must be made for the acquisition of the resources necessary for continuity operations on an emergency basis;
- (e) Provision must be made for the availability and redundancy of critical communications capabilities at alternate sites in order to support connectivity between and among key government leadership, internal elements, other executive departments and agencies, critical partners, and the public;
- (f) Provision must be made for reconstitution capabilities that allow for recovery from a catastrophic emergency and resumption of normal operations; and
- (g) Provision must be made for the identification, training, and preparedness of personnel capable of relocating to alternate facilities to support the continuation of the performance of PMEFS.

(12) In order to provide a coordinated response to escalating threat levels or actual emergencies, the Continuity of Government Readiness Conditions (COGCON) system establishes executive branch continuity program readiness levels, focusing on possible threats to the National Capital Region. The President will determine and issue the COGCON Level. Executive departments and agencies shall comply with the requirements and assigned responsibilities under the COGCON program. During COOP activation, executive departments and agencies shall report their readiness status to the Secretary of Homeland Security or the Secretary's designee.

(13) The Director of the Office of Management and Budget shall:

- (a) Conduct an annual assessment of executive department and agency continuity funding requests and performance data that are submitted by executive departments and agencies as part of the annual budget request process, in order to monitor progress in the implementation of the Plan and the execution of continuity budgets;
- (b) In coordination with the National Continuity Coordinator, issue annual continuity planning guidance for the development of continuity budget requests; and
- (c) Ensure that heads of executive departments and agencies prioritize budget resources for continuity capabilities, consistent with this directive.

(14) The Director of the Office of Science and Technology Policy shall:

- (a) Define and issue minimum requirements for continuity communications for executive departments and agencies, in consultation with the APHS/CT, the APNSA, the Director of the Office of Management and Budget, and the Chief of Staff to the President;

-
- (b) Establish requirements for, and monitor the development, implementation, and maintenance of, a comprehensive communications architecture to integrate continuity components, in consultation with the APHS/CT, the APNSA, the Director of the Office of Management and Budget, and the Chief of Staff to the President; and
 - (c) Review quarterly and annual assessments of continuity communications capabilities, as prepared pursuant to section 16(d) of this directive or otherwise, and report the results and recommended remedial actions to the National Continuity Coordinator.
- (15) An official designated by the Chief of Staff to the President shall:
- (a) Advise the President, the Chief of Staff to the President, the APHS/CT, and the APNSA on COGCON operational execution options; and
 - (b) Consult with the Secretary of Homeland Security in order to ensure synchronization and integration of continuity activities among the four categories of executive departments and agencies.
- (16) The Secretary of Homeland Security shall:
- (a) Coordinate the implementation, execution, and assessment of continuity operations and activities;
 - (b) Develop and promulgate Federal Continuity Directives in order to establish continuity planning requirements for executive departments and agencies;
 - (c) Conduct biennial assessments of individual department and agency continuity capabilities as prescribed by the Plan and report the results to the President through the APHS/CT;
 - (d) Conduct quarterly and annual assessments of continuity communications capabilities in consultation with an official designated by the Chief of Staff to the President;
 - (e) Develop, lead, and conduct a Federal continuity training and exercise program, which shall be incorporated into the National Exercise Program developed pursuant to Homeland Security Presidential Directive-8 of December 17, 2003 ("National Preparedness"), in consultation with an official designated by the Chief of Staff to the President;
 - (f) Develop and promulgate continuity planning guidance to State, local, territorial, and tribal governments, and private sector critical infrastructure owners and operators;
 - (g) Make available continuity planning and exercise funding, in the form of grants as provided by law, to State, local, territorial, and tribal governments, and private sector critical infrastructure owners and operators; and
 - (h) As Executive Agent of the National Communications System, develop, implement, and maintain comprehensive continuity communications architecture.
- (17) The Director of National Intelligence, in coordination with the Attorney General and the Secretary of Homeland Security, shall produce a biennial assessment of the foreign and domestic threats to the Nation's continuity of government.
- (18) The Secretary of Defense, in coordination with the Secretary of Homeland Security, shall provide secure, integrated, Continuity of Government communications to the President, the Vice President, and, at a minimum, Category I executive departments and agencies.
- (19) Heads of executive departments and agencies shall execute their respective department or agency COOP plans in response to a localized emergency and shall:
- (a) Appoint a senior accountable official, at the Assistant Secretary level, as the Continuity Coordinator for the department or agency;
 - (b) Identify and submit to the National Continuity Coordinator the list of PMEFs for the department or agency and develop continuity plans in support of the NEFs and the continuation of essential functions under all conditions;
 - (c) Plan, program, and budget for continuity capabilities consistent with this directive;
-

- (d) Plan, conduct, and support annual tests and training, in consultation with the Secretary of Homeland Security, in order to evaluate program readiness and ensure adequacy and viability of continuity plans and communications systems; and
- (e) Support other continuity requirements, as assigned by category, in accordance with the nature and characteristics of its national security roles and responsibilities

GENERAL PROVISIONS

(20) This directive shall be implemented in a manner that is consistent with, and facilitates effective implementation of, provisions of the Constitution concerning succession to the Presidency or the exercise of its powers, and the Presidential Succession Act of 1947 (3 U.S.C. 19), with consultation of the Vice President and, as appropriate, others involved. Heads of executive departments and agencies shall ensure that appropriate support is available to the Vice President and others involved as necessary to be prepared at all times to implement those provisions.

(21) This directive:

- (a) Shall be implemented consistent with applicable law and the authorities of agencies, or heads of agencies, vested by law, and subject to the availability of appropriations;
- (b) Shall not be construed to impair or otherwise affect (i) the functions of the Director of the Office of Management and Budget relating to budget, administrative, and legislative proposals, or (ii) the authority of the Secretary of Defense over the Department of Defense, including the chain of command for military forces from the President, to the Secretary of Defense, to the commander of military forces, or military command and control procedures; and
- (c) Is not intended to, and does not, create any rights or benefits, substantive or procedural, enforceable at law or in equity by a party against the United States, its agencies, instrumentalities, or entities, its officers, employees, or agents, or any other person.

(22) Revocation. Presidential Decision Directive-67 of October 21, 1998 ("Enduring Constitutional Government and Continuity of Government Operations"), including all Annexes thereto, is hereby revoked.

(23) Annex A and the classified Continuity Annexes, attached hereto, are hereby incorporated into and made a part of this directive.

(24) Security. This directive and the information contained herein shall be protected from unauthorized disclosure, provided that, except for Annex A, the Annexes attached to this directive are classified and shall be accorded appropriate handling, consistent with applicable Executive Orders.

GEORGE W. BUSH

For Immediate Release
Office of the Press Secretary
May 9, 2007

<https://fas.org/irp/offdocs/nspd/nspd-51.htm>

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DEPARTMENT-SPECIFIC ANNEXES

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Annex A – The Durham Fire Department

Table of Contents

1. ORDERS OF SUCCESSION	85
2. PRIMARY & CONTINUITY FACILITIES (FD)	85
3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (FD).....	86
4. HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (FD)	87
5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFs & ESAs AT THE CONTINUITY SITE (FD).....	89
6. ESSENTIAL RECORDS MANAGEMENT (FD)	90
7. DELEGATIONS OF AUTHORITY (FD).....	91
8. RELOCATION CHECKLIST (FD)	92
9. RECONSTITUTION CHECKLIST (FD).....	94
10. TEST, TRAINING & EXERCISE PROGRAM (FD).....	95
11. DEVOLUTION (FD)	96
12. ACTION ITEMS (FD)	97

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1. ORDERS OF SUCCESSION

Orders of Succession – Fire Department				
	Lead Staff Member	1st in Line of Succession	2nd in Line of Succession	3rd in Line of Succession
Fire Department <u>Staff</u> Full-time: 26 Part-time: 13	Fire Chief	Assistant Fire Chief	Fire Marshal	Senior Captain
	Dave Emanuel	Randy Trull	Brendan O’Sullivan	James Brown
	868-5531 (w)	868-5531 (w)	868-5531 (w)	868-5531 (w)
		N/A		
	david.emanuel@unh.edu	randall.trull@unh.edu	bjodfd@unh.edu	j.brown@unh.edu



2. PRIMARY & CONTINUITY FACILITIES (FD)

Continuity Sites – Fire Department			
Durham Department	Primary Location	1st Continuity Site	2nd Continuity site
Fire Department	Durham Fire Station	Split assets; go to surrounding communities (Lee, Madbury, Newmarket & Dover)	UNH Grounds & Events Building (Waterworks Road) or Durham Public Works

3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (FD)

MEFs & ESAs - Fire Department			
Responsible Personnel	Priority	Mission Essential Function (MEF)	Essential Support Activity (ESA)
On Duty Shift Officer		Fire suppression	
Assistant Fire Chief		EMS delivery	
Fire Marshal		Fire prevention	
On Duty Shift Officer		Search & rescue	
On Duty Shift Officer		Hazard mitigation	
On Duty Shift Officer		Property conservation	
On Duty Shift Officer		Incident stabilization	
On Duty Shift Officer		Welfare checks	
On Duty Shift Officer		Service fire & life alarms	Alarm Techs
On Duty Shift Officer		Respond to motor vehicle accidents	
Assistant Fire Chief		Radio communications	Two-way Communications
Senior Captain		Fleet & fire apparatus maintenance	Fuel Availability
On Duty Shift Officer		Water rescues	Newington Fire

4. HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (FD)

COOP Activation Contact List - Fire Department				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
Fire Chief	Durham FD	Dave Emanuel		
Assistant Fire Chief	Durham FD	Randy Trull		
Fire Marshal	Durham FD	Brendan O'Sullivan		
Senior Captain (Officer 1 – O1)	Durham FD	James Brown		
Captain (O-2)	Durham FD	Gary Kustra		
Captain (O-3)	Durham FD	Jason Best		
Captain (O-4)	Durham FD	Nate Katz		
Continuity Coordinator (EMD & Town Administrator)	Durham Town Hall	Todd Selig		
EMS Operations Manager	McGregor Memorial EMS	Harry Mueller		
Continuity Site Contact - POC	Durham FD	Marshal O'Sullivan		
Person responsible for Go-Kit	Durham FD	Captain Brown		
Emergency Relocation Group (ERG)				
ERG - Team Leader & POC	Durham FD	Chief Emanuel		
ERG - Facilities	Durham FD	Chief Trull		
ERG - Communications	Durham FD	Chief Trull		
ERG - Information Technology	Durham FD	Captain Katz		
ERG - Supplies & Logistics	Durham FD	Captain Kustra		
ERG - Finance	Durham FD	Admin Fowler		
Reconstitution Manager	Durham FD	Captain Best		

COOP Activation Contact List - Fire Department				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
Other Emergency Contacts				
Duty Officer	HSEM			
HSEM Field Representative	HSEM	Heather Dunkerly		
Dispatch	Strafford County Dispatch	Duty Officer		
State Fire Marshal	State FMO	Sean Toomey		
Disaster Program Manager	American Red Cross	Charles Hall		
Strafford County Regional PHN	State PHN	Mary Kerr		
Duty Officer	NH State Police Troop A	Duty Supervisor		
Duty Officer	Strafford County Sheriff	Duty Supervisor		

5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFS & ESAS AT THE CONTINUITY SITE (FD)

Resources Needed to Perform MEFS & ESAs at the Continuity Site – Fire Department					
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Medic 1	2010 Ford F-350	4x4 Pickup	Fire Station	Gas	8802
Engine 1	2015 Marion	Pumper	Fire Station	Diesel	8692
Engine 2	2018 Marion	Pumper	Fire Station	Diesel	8692
Forestry 1	2007 Ford F-350	4x4 Pickup	Fire Station	Diesel	8802
Rescue 1	1982 International	Rescue Truck	Fire Station	Diesel	8846
Truck 3	2015 Ferrara	100' Aerial	Fire Station	Diesel	8680
Tanker 4	2012 Marion	Tanker Truck	Fire Station	Diesel	8697
Car 1	2016 Chevy Tahoe	Officer Vehicle	Fire Station	Gas	8077
Car 2	2013 Chevy Suburban	Officer Vehicle	Fire Station	Gas	8077
Car 3	2009 Chevy Tahoe	Officer Vehicle	Fire Station	Gas	8076
Car 4	2017 Ford Explorer	Officer Vehicle	Fire Station	Gas	8076
Utility 1	2013 Chevy 2500	4x4 Utility	Fire Station	Gas	8807
PW-1	2014 Sea Doo RXT 260	Watercraft	Fire Station	Gas	8145
PW-2	2014 Sea-Doo RXT 260	Watercraft	Fire Station	Gas	8145
UTV-1	2013 Can-Am	UTV	Fire Station	Gas	8089
BT-1	2008 Yacht	Boat Trailer	Fire Station	N/A	N/A
Trl-3	2015 Stealth	Trailer	Fire Station	N/A	8643

6. ESSENTIAL RECORDS MANAGEMENT (FD)

Vital Files, Records & Databases – Fire Department			
Responsible Personnel	File/Record/Database	Format (hardcopy, digital, etc.)	Backup Location
Duty Shift Officer	Fire Incident Reports	Digital	Cloud
Duty Shift Officer	Personnel Training Records	Digital	Cloud
Administrative Assistant	Administrative	Digital	Cloud
Assistant Fire Chief	Standard Operating Guidelines	Digital	Cloud
Administrative Assistant	Personnel Records	Hard copy	Town Office
Fire Chief/EMD	Emergency Plans	Digital	Cloud
Administrative Assistant	Finance	Digital	Cloud

7. DELEGATIONS OF AUTHORITY (FD)

Delegation of Authority (1) – Fire Department	
Authority	RSA 154:1 to 154:34
Type of Authority	Fire Operations
Incumbent holding Authority	Assistant Fire Chief
Delegated to Position	Fire Marshal
Triggering Conditions	Absence of Assistant Chief
Procedures or Limitations	

Delegation of Authority (2) – Fire Department	
Authority	RSA 154:1 to 154:34
Type of Authority	Fire Operations
Incumbent holding Authority	Fire Marshal
Delegated to Position	Senior Fire Captain
Triggering Conditions	Absence of Fire Marshal
Procedures or Limitations	

Delegation of Authority (3) – Fire Department	
Authority	RSA 154:1 to 154:34
Type of Authority	Fire Operations
Incumbent holding Authority	Senior Fire Captain
Delegated to Position	Next Senior Fire Captain
Triggering Conditions	Absence of the Senior Fire Captain
Procedures or Limitations	

8. RELOCATION CHECKLIST (FD)

Relocation Checklist – Fire Department	
BEFORE RELOCATION TO THE CONTINUITY SITE	
<input type="checkbox"/>	Assess the situation to determine the need to activate the Fire Department’s COOP
<input type="checkbox"/>	Establish MOUs with the continuity site(s) to ensure common expectations
<input type="checkbox"/>	Notify the Continuity Coordinator/Emergency Management Director of the situation
<input type="checkbox"/>	Notify the Point of Contact (POC) at the continuity site to advise them of the COOP activation
<input type="checkbox"/>	<ul style="list-style-type: none"> ○ Inform the POC about the anticipated move to the continuity site ○ Ensure that the continuity site is prepared for relocation ○ Ensure that the necessary security measures are in place ○ Ensure that the necessary communications systems are in place
<input type="checkbox"/>	Advise the Emergency Relocation Group Team Leader to begin relocation procedures and perform the following:
<input type="checkbox"/>	<ul style="list-style-type: none"> ○ Instruct personnel to begin preparations for a physical relocation ○ Arrange for the delivery of the COOP “Go-Kit” to the continuity site ○ Assign specific duties to the ERG team participants (facilities, communications, IT, supplies/logistics, finance) ○ Identify the need for additional personnel and backup personnel ○ Arrange for the transport of equipment, documents, equipment and personnel to the continuity site ○ Assemble documents and equipment required to perform essential functions at continuity site such as: <ul style="list-style-type: none"> ▪ Run cards ▪ Fire Department roster ▪ Vital records & databases ▪ Laptops ▪ Local, regional and state contact information ▪ Cell phones with chargers ▪ Office supplies & batteries ▪ Communications equipment

Relocation Checklist – Fire Department
DURING THE CONTINUITY EVENT
<input type="checkbox"/> Establish the department’s Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) at the continuity site, to include, but not be limited to:
<ul style="list-style-type: none"> ○ Fire suppression
<ul style="list-style-type: none"> ○ EMS delivery
<ul style="list-style-type: none"> ○ Fire prevention
<ul style="list-style-type: none"> ○ Incident stabilization
<ul style="list-style-type: none"> ○ Water rescues
<ul style="list-style-type: none"> ○ Search & rescue operations
<ul style="list-style-type: none"> ○ Radio communications
<input type="checkbox"/> Implement the Line of Succession as required
<input type="checkbox"/> Implement the Delegations of Authorities as required
<input type="checkbox"/> Notify the general public through the Public Information Officer (PIO) and the EMD, as needed
<input type="checkbox"/> Notify affected local, regional and state agencies as necessary
<input type="checkbox"/> Establish behavioral and mental health support for employees as necessary
<input type="checkbox"/> Locate and obtain additional equipment & supplies, as needed
<input type="checkbox"/> Transfer phone numbers and other communications resources to the continuity site
<input type="checkbox"/> Secure the primary facility to ensure the protection of the building, equipment and records that have been left behind; arrange for security and the shutdown of security and HVAC systems

9. RECONSTITUTION CHECKLIST (FD)

Reconstitution Checklist – Fire Department
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD, determine the timetable to return to the primary facility or other temporary or permanent facilities
<input type="checkbox"/> Notify the Point of Contact (POC) at the continuity site regarding the expected timetable for reconstitution
<input type="checkbox"/> Work with the POC at the continuity site to ensure security at the continuity site before departure
<input type="checkbox"/> Notify all applicable Fire Department staff and other town departments regarding reconstitution
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD and the Public Information Officer (PIO), advise the public of reconstitution, as necessary
<input type="checkbox"/> Provide instructions to all applicable employees for the resumption of standard functions, including the Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs)
<input type="checkbox"/> Notify external agencies and organizations, such as mutual aid, regarding the return to the primary facility
<input type="checkbox"/> Prepare the primary facility for the department’s return; ensure that security measures, water, electric power, heating and air conditioning are re-established at the primary facility
<input type="checkbox"/> Arrange for the transport of necessary equipment, documents, equipment and personnel to the primary facility, including but not limited to:
<input type="checkbox"/> Run cards
<input type="checkbox"/> Fire Department roster
<input type="checkbox"/> Vital records & databases
<input type="checkbox"/> Laptops
<input type="checkbox"/> Local, regional and state contact information
<input type="checkbox"/> Cell phones with chargers
<input type="checkbox"/> Office supplies & batteries
<input type="checkbox"/> Communications equipment
<input type="checkbox"/> Conduct an After-Action Report (AAR) to assess the performance of:
<input type="checkbox"/> The essential functions at the continuity site
<input type="checkbox"/> The relocation processes
<input type="checkbox"/> The reconstitution processes
<input type="checkbox"/> Prepare and provide an action plan to address areas of weakness in the continuity plan

10. TEST, TRAINING & EXERCISE PROGRAM (FD)

Test, Training & Exercise Program – Fire Department			
Individual or Group to Receive Training or Exercise	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities & Successors	Orders of Succession and Delegation of Authority Awareness	Fire Chief	When delegations or successors change or annual awareness or when significant plan changes occur
	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)		
Pre-delegated ERG and Non-ERG team members	Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility	Fire Chief	Annual awareness or when significant plan changes occur
	Train continuity personnel on roles and responsibilities		
New Personnel	Continuity Awareness Briefing (or other means of orientation)	Fire Chief	Within 60 days of hire

11. DEVOLUTION (FD)

Devolution is the process of transferring authority and responsibility from a primary operating staff and facilities to a separate organization’s employees and facilities for an extended time; devolution may also be a temporary measure. Direction and Control would be transferred to the available continuity site, which will assume the MEFs & ESAs that cannot be performed and cannot be delayed.

The table below represents the basic requirements for the devolution of responsibilities for the Durham Fire Department.

Devolution Plan – Fire Department					
Authority being delegated	Devolution Site <i>(Where is the Devolution Site?)</i>	Contact Person <i>(What is the name & contact information for the Devolution Site Contact?)</i>	Triggering Event <i>(What will create the need for Devolution?)</i>	Required Resources <i>(What Resources are needed at the Devolution Site?)</i>	Devolution Termination <i>(When will Devolution end?)</i>
Fire Fighting Activities RSA154	Lee Fire Department	Chief Nemet	The fire station, equipment & staff are unable to perform fire-related MEFs	All locations should have appropriate staff and equipment needed to perform firefighting activities	The fire station, equipment & staff can return to the facility and perform fire-related MEFs
	Madbury Department	Chief Perley			
	Newmarket Department	Chief Malaski			
	Dover Fire Department	Chief Haas			
EMS Activities	McGregor EMS	Harry Mueller	The fire station, equipment & staff are unable to perform EMS-related MEFs	The facility should have appropriate staff and equipment needed to perform EMS activities	The fire station, equipment & staff can return to the facility to perform EMS-related MEFs
	Dover Fire Department	Chief Haas			
	Newmarket Fire Department	Chief Malaski			
	Newington Fire Department	Chief Hoyt			

12. ACTION ITEMS (FD)

Action Items – Fire Department		
Responsible Party	Action Item	Time Frame
	Periodically test, maintain and have ready all equipment in working order	
	Test primary and backup infrastructure systems and services at continuity site	
	Establish MOUs with the designated continuity site	
	Establish MOUs with the designated devolution site	
	Conduct awareness training and COOP exercises	
	Digitize all essential documents, including contracts, assessments, maps, building plans, etc. and make arrangements for storage off-site	
	Digitize Standard Operating Guidelines (SOGs) and checklists	
	Periodically review SOGs and policies; update according to new equipment and community needs	
	Maintain all mutual aid agreements	
	Develop and maintain methods for record-keeping to ensure reimbursement	
	Refer to the Durham Hazard Mitigation Plan, the Durham Emergency Operations Plan and other town planning documents for prevention, mitigation and preparedness activities to ensure a better response to continuity events	
	Identify potential storage locations for displaced fire apparatus	

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Annex B – The Durham Police Department

Table of Contents

1. ORDERS OF SUCCESSION (PD).....	101
2. PRIMARY & CONTINUITY FACILITIES (PD)	101
3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (PD).....	102
4. HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (PD).....	103
5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFs & ESAs AT THE CONTINUITY SITE (PD).....	104
6. ESSENTIAL RECORDS MANAGEMENT (PD)	105
7. DELEGATIONS OF AUTHORITY (PD)	105
8. RELOCATION CHECKLIST (PD)	106
9. RECONSTITUTION CHECKLIST (PD)	108
10. TEST, TRAINING & EXERCISE PROGRAM (PD).....	109
11. DEVOLUTION (PD)	110
12. ACTION ITEMS (PD)	111

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1. ORDERS OF SUCCESSION (PD)

Orders of Succession – Police Department				
	Lead Staff Member	1st in Line of Succession	2nd in Line of Succession	3rd in Line of Succession
Durham Department Police Department	Police Chief	Deputy Police Chief	Police Captain	
	Rene Kelley	Dave Holmstock	Jack Dalton	
Staff Full-time: 21 Part-time: 2	868-2324 (work)	868-2324 (work)	868-2324 (work)	
			N/A	
	rkelley@ci.durham.nh.us	dholmstock@ci.durham.nh.us	jdalton@ci.durham.nh.us	



2. PRIMARY & CONTINUITY FACILITIES (PD)

Continuity Sites – Police Department			
Durham Department	Primary Location	1st Continuity Site	2nd Continuity site
Police Department	Durham Police Station	University Police Department (UNH)	Madbury Police Department

3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (PD)

MEFs & ESAs - Police Department			
Responsible Personnel	Priority	Mission Essential Function (MEF)	Essential Support Activity (ESA)
	1	Protection of life & property	
	2	Communications	
	3	Respond to complaints & calls for service	
	4	Traffic control	
	5	Assist EMD & Fire as needed	
	6	Welfare checks & message delivery	
	7	Scheduling & assignment of law enforcement resources	
	8	Fleet maintenance	

4. HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (PD)

COOP Activation Contact List - Police Department				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
Police Chief	Durham PD	Rene Kelley		
Deputy Police Chief	Durham PD	Dave Holmstock		
Police Captain	Durham PD	Jack Dalton		
Continuity Coordinator (EMD & Town Administrator)	Durham Town Hall	Todd Selig		
Continuity Site Contact - POC				
Person responsible for Go-Kit	Durham PD	Captain		
Emergency Relocation Group (ERG)				
ERG - Team Leader & POC	Durham PD	Chief or Designee		
ERG - Facilities	Durham PD	Captain		
ERG - Communications	Durham PD	Captain		
ERG - Information Technology	Durham PD	Town IT Director		
ERG - Supplies & Logistics	Durham PD	Deputy		
ERG - Finance	Durham PD	Administrative Assistant		
Reconstitution Manager	Durham PD	Deputy		
Other Emergency Contacts				
Duty Officer	HSEM			
HSEM Field Representative	HSEM	Heather Dunkerly		
Duty Officer	NH State Police Troop A			
Duty Officer	Strafford County Sheriff			

5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFS & ESAS AT THE CONTINUITY SITE (PD)

Resources Needed to Perform MEFs & ESAs at the Continuity Site – Police Department					
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
Parking Enforcement	2010 F-150 Pick up	4x4 Pickup	Police Station	Gas	
Chief	2015 Taurus	Passenger Vehicle	Police Station	Gas	
Detective	2013 Taurus	Passenger Vehicle	Police Station	Gas	
Deputy Chief	2013 Taurus	Passenger Vehicle	Police Station	Gas	
Captain	2014 Taurus	Passenger Vehicle	Police Station	Gas	
Detective	2016 Taurus	Passenger Vehicle	Police Station	Gas	
P1	2020 Explorer	Passenger Vehicle	Police Station	Gas	
P2	2017 Explorer	Passenger Vehicle	Police Station	Gas	
P3	2016 Taurus	Passenger Vehicle	Police Station	Gas	
P4	2017 Explorer	Passenger Vehicle	Police Station	Gas	
P5	2017 Explorer	Passenger Vehicle	Police Station	Gas	
P6	2020 Explorer	Passenger Vehicle	Police Station	Gas	
P7	2020 Explorer	Passenger Vehicle	Police Station	Gas	
Parking	2016 Transit	Passenger Vehicle	Police Station	Gas	

6. ESSENTIAL RECORDS MANAGEMENT (PD)

Vital Files, Records & Databases – Police Department			
Department	File/Record/Database	Format (hardcopy, digital, etc.)	Backup Location
Dispatch/IT	Criminal records		
Deputy	Evidence		
Captain	Standard Operating Procedures (SOPs)		
Captain	Personnel records		
Captain	Emergency plans		

7. DELEGATIONS OF AUTHORITY (PD)

Delegation of Authority – Police Department	
Authority	RSA 105
Type of Authority	Law Enforcement
Incumbent holding Authority	Police Chief
Delegated to Position	
Triggering Conditions	
Procedures or Limitations	

8. RELOCATION CHECKLIST (PD)

Relocation Checklist – Police Department	
Before relocation to continuity site	
<input type="checkbox"/>	Assess the situation to determine the need to activate the Police Department’s COOP
<input type="checkbox"/>	Notify the Continuity Coordinator/Emergency Management Director of the situation
<input type="checkbox"/>	Notify the Point of Contact (POC) at the continuity site to advise them of the COOP activation
<input type="checkbox"/>	<ul style="list-style-type: none"> ○ Inform the POC at the continuity site about the anticipated move to the continuity site ○ Ensure that the continuity site is prepared for relocation ○ Ensure that the necessary security measures are in place ○ Ensure that the necessary communications systems are in place
<input type="checkbox"/>	Advise the Emergency Relocation Group Team Leader to begin relocation procedures and perform the following:
<input type="checkbox"/>	<ul style="list-style-type: none"> ○ Instruct personnel to begin preparations for a physical relocation ○ Arrange for the delivery of the COOP “Go-Kit” to the continuity site ○ Assign specific duties to the ERG team participants (facilities, communications, IT, supplies/logistics, finance) ○ Identify the need for additional personnel and backup personnel ○ Arrange for the transport of equipment, documents, equipment and personnel to the continuity site ○ Assemble documents & equipment required to perform essential functions at continuity site such as: <ul style="list-style-type: none"> ▪ Dispatch documents and software, etc. ▪ Police Department roster ▪ Vital records & databases ▪ Laptops ▪ Local, regional and state contact information ▪ Cell phones with chargers ▪ Office supplies & batteries ▪ Communications equipment

Relocation Checklist – Police Department	
During the continuity event	
<input type="checkbox"/>	Establish the department’s Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) at the continuity site, to include, but not be limited to:
	<input type="checkbox"/> Protection of life and property
	<input type="checkbox"/> Traffic control
	<input type="checkbox"/> Welfare checks
	<input type="checkbox"/> Retention of lawbreakers
	<input type="checkbox"/> Background checks
	<input type="checkbox"/> Communications
<input type="checkbox"/>	Implement the Line of Succession as required
<input type="checkbox"/>	Implement the Delegations of Authorities as required
<input type="checkbox"/>	Notify the general public through the Public Information Officer (PIO) and the EMD, as needed
<input type="checkbox"/>	Notify affected local, regional and state agencies as necessary
<input type="checkbox"/>	Establish behavioral and mental health support for employees as necessary
<input type="checkbox"/>	Locate and obtain additional equipment & supplies, as needed
<input type="checkbox"/>	Transfer phone numbers and other communications resources to the continuity site
<input type="checkbox"/>	Secure the primary facility to ensure the protection of the building, equipment and records that have been left behind; arrange for security and the shutdown of security and HVAC systems

9. RECONSTITUTION CHECKLIST (PD)

Reconstitution Checklist – Police Department	
<input type="checkbox"/>	In coordination with the Continuity Coordinator/EMD, determine the timetable to return to the primary facility or other temporary or permanent facilities
<input type="checkbox"/>	Notify the POC at the continuity site regarding the expected timetable for reconstitution
<input type="checkbox"/>	Work with the POC at the continuity site to ensure security at the continuity site before departure
<input type="checkbox"/>	Notify all applicable Police Department staff and other town departments regarding reconstitution
<input type="checkbox"/>	In coordination with the Continuity Coordinator/EMD and the Public Information Officer (PIO), advise the public of reconstitution, as necessary
<input type="checkbox"/>	Provide instructions to all applicable employees for the resumption of standard functions, including the Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs)
<input type="checkbox"/>	Notify external agencies and organizations, such as mutual aid, regarding the return to the primary facility
<input type="checkbox"/>	Prepare the primary facility for the department’s return; ensure that security measures, water, electric power, heating and air conditioning are re-established at the primary facility
<input type="checkbox"/>	Arrange for the transport of necessary equipment, documents, equipment and personnel to the primary facility, including but not limited to:
	o Police Department roster
	o Vital records & databases
	o Laptops
	o Local, regional and state contact information
	o Cell phones with chargers
	o Office supplies & batteries
	o Communications equipment
<input type="checkbox"/>	Conduct an After-Action Report (AAR) to assess the performance of:
	o The essential functions at the continuity site
	o The relocation processes
	o The reconstitution processes
<input type="checkbox"/>	Prepare and provide an action plan to address areas of weakness in the continuity plan

10. TEST, TRAINING & EXERCISE PROGRAM (PD)

Test, Training & Exercise Program – Police Department			
Individual or Group to Receive Training or Exercise	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities & Successors	Orders of Succession and Delegation of Authority Awareness	Police Chief or Designee	When delegations or successors change or annual awareness or when significant plan changes occur
	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)		
Pre-delegated ERG and Non-ERG team members	Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility	Captain	Annual awareness or when significant plan changes occur
	Train continuity personnel on roles and responsibilities		
New Personnel	Continuity Awareness Briefing (or other means of orientation)	Captain	Within 60 days of hire

11. DEVOLUTION (PD)

Devolution is the process of transferring authority and responsibility from a primary operating staff and facilities to a separate organization’s employees and facilities for an extended time; devolution may also be a temporary measure. Direction and Control would be transferred to the available continuity site, which will assume the MEFs & ESAs that cannot be performed and cannot be delayed.

The table below represents the basic requirements for the devolution of responsibilities for the Durham Police Department.

Devolution Plan – Police Department					
Authority being delegated	Devolution Site <i>(Where is the Devolution Site?)</i>	Contact Person <i>(What is the name & contact information for the Devolution Site Contact?)</i>	Triggering Event <i>(What will create the need for Devolution?)</i>	Required Resources <i>(What Resources are needed at the Devolution Site?)</i>	Devolution Termination <i>(When will Devolution end?)</i>
Law Enforcement Activities RSA105	University Police Department	Chief Paul Dean	The police station, equipment & staff are unable to perform fire-related MEFs	Department Specific Booking Forms, Go-Kit	The police station, equipment & staff can return to the facility and perform fire-related MEFs
	Madbury Police Department	Chief Joseph McGann			

12. ACTION ITEMS (PD)

Action Items - Police Department		
Responsible Party	Action Item	Time Frame
	Periodically test, maintain and have ready all equipment in working order to ensure internal and external interoperability and viability	
	Test primary and backup infrastructure systems and services at continuity site	
	Establish MOUs with the designated continuity site	
	Establish MOUs with the designated devolution site	
	Conduct awareness training and COOP exercises	
	Digitize all essential documents, including contracts, assessments, maps, building plans, etc.	
	Digitize Standard Operating Procedures (SOPs) and checklists	
	Periodically review SOPs and policies; update according to new equipment and community needs	
	Maintain all mutual aid agreements	
	Develop and maintain methods for record-keeping to ensure reimbursement after a continuity event	
	Refer to the Durham Hazard Mitigation Plan, the Durham Emergency Operations Plan and other town planning documents for prevention, mitigation and preparedness activities to ensure a better response to continuity events	
	Identify potential storage locations for displaced fire apparatus	

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Annex C – The Durham Department of Public Works

Table of Contents

1. ORDERS OF SUCCESSION (DPW)	115
2. PRIMARY & CONTINUITY SITES (DPW)	115
3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (DPW)	116
4. HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (DPW)	117
5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFs & ESAs AT THE CONTINUITY SITE (DPW) ...	118
6. ESSENTIAL RECORDS MANAGEMENT (DPW)	119
7. DELEGATIONS OF AUTHORITY (DPW)	119
8. RELOCATION CHECKLIST (DPW)	120
9. RECONSTITUTION CHECKLIST (DPW)	122
10. TEST, TRAINING & EXERCISE PROGRAM (DPW)	123
11. DEVOLUTION (DPW)	124
12. ACTION ITEMS (DPW)	125

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1. ORDERS OF SUCCESSION (DPW)

Orders of Succession – Department of Public Works				
	Lead Staff Member	1st in Line of Succession	2nd in Line of Succession	3rd in Line of Succession
Department of Public Works Staff Full-time: 23 Part-time: 1 Seasonal: 4	DPW Director	Assistant Director, Operations	Assistant to the Director	Town Engineer
	Rich Reine	Sam Hewitt	Janice Richard	April Talon
	868-5578 (work)	868-5578 (work)	868-5578 (work)	868-5578 (work)
	rreine@ci.durham.nh.us	dbullen@ci.durham.nh.us	jrichard@ci.durham.nh.us	atalon@ci.durham.us



2. PRIMARY & CONTINUITY SITES (DPW)

Continuity Sites - Department of Public Works			
Durham Department	Primary Location	1st Continuity Site	2nd Continuity site
Department of Public Works	DPW Garage	Vehicles outside on-site at Grounds & Events Garage (UNH)	Town Hall & Telecommuting (personnel)

3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (DPW)

MEFs & ESAs - Department of Public Works			
Responsible Personnel	Priority	Mission Essential Function (MEF)	Essential Support Activity (ESA)
		Maintain roads (including closures, detours, etc.)	
		Establish emergency access roads	
		Tree maintenance	Contracted out
		Flood control (dams, culverts, drainage)	
		Water system	
		Sewer system/wastewater treatment plant	
		Electric grid (traffic signals, lights)	Eversource
		Trash collection	
		Snow collection & treating	
		Posting directions to locations	
		Fleet maintenance	Fuel off-site
		Monitor & maintain town buildings	

4. HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (DPW)

COOP Activation Contact List – Department of Public Works				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
DPW Director	Durham DPW	Rich Reine		
Assistant Director, Operations	Durham DPW	Sam Hewitt		
Assistant to the Director	Durham DPW	Janice Richard		
Town Engineer	Durham DPW	April Talon		
Continuity Coordinator (EMD & Town Administrator)	Durham Town Hall	Todd Selig		
Continuity Site – POC				
Person responsible for Go-Kit	Durham DPW			
Emergency Relocation Group (ERG)				
ERG - Team Leader & POC	Durham DPW			
ERG - Facilities	Durham DPW			
ERG - Communications	Durham DPW			
ERG - Information Technology	Durham DPW			
ERG - Supplies & Logistics	Durham DPW			
ERG - Finance	Durham DPW			
Reconstitution Manager	Durham DPW			
Other Emergency Contacts				
Duty Officer	HSEM			
HSEM Field Representative	HSEM	Heather Dunkerly		
Duty Officer	NH State Police Troop A			
Duty Officer	Strafford County Sheriff			

5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFS & ESAS AT THE CONTINUITY SITE (DPW)

Resources Needed to Perform MEFs & ESAs at the Continuity Site –Department of Public Works					
Resource (Equipment)	Model	Capacity	Location	Fuel	FEMA Cost Codes
6 Dump Trucks	Various Models	35,000lb	DPW Facility	Diesel	
Elgin Street Sweeper	Pelican	3 Cubic Yards	DPW Facility	Diesel	
Jet Vacuum Truck	International	10 Cubic Yards	Wastewater Plant	Diesel	
1 Front end Loader	John Deere	2.5 Cubic Yards	DPW Facility	Diesel	
2 Front end Loaders	Volvo	2.5 Cubic Yards	DPW Facility	Diesel	
Roll-off Truck	Mack	40 Cubic Yards	Transfer Station	Diesel	
Back Hoe	JCB	N/A	DPW Facility	Diesel	
Bucket Truck	Ford	38 Feet	DPW Facility	Diesel	
2 Garbage Collection Trucks	Freightliner	30 Cubic Yards	Transfer Station	Diesel	
Recycling Truck	Freightliner	30 Cubic Yards	Transfer Station	Diesel	
Water Utility Truck	F3 Ford	2 Cubic Yards	DPW Facility	Diesel	

6. ESSENTIAL RECORDS MANAGEMENT (DPW)

Vital Files, Records & Databases – Department of Public Works			
Department	File/Record/Database	Format (hardcopy, digital, etc.)	Backup Location
	Administrative records		
	GIS data & maps		
	Department guidelines & policies		
	Personnel records		
	Emergency plans		

7. DELEGATIONS OF AUTHORITY (DPW)

DELEGATION OF AUTHORITY	
Authority	
Type of Authority	
Incumbent holding Authority	
Delegated to Position	
Triggering Conditions	
Procedures or Limitations	

8. RELOCATION CHECKLIST (DPW)

Relocation Checklist – Department of Public Works	
Before Relocation to the Continuity Site	
<input type="checkbox"/>	Assess the situation to determine the need to activate the Police Department’s COOP
<input type="checkbox"/>	Notify the Continuity Coordinator/Emergency Management Director of the situation
<input type="checkbox"/>	Notify the Point of Contact (POC) at the continuity site to advise them of the COOP activation
o	Inform the POC at the continuity site about the anticipated move to the continuity site
o	Ensure that the continuity site is prepared for relocation
o	Ensure that the necessary security measures are in place
o	Ensure that the necessary communications systems are in place
<input type="checkbox"/>	Advise the Emergency Relocation Group Team Leader to begin relocation procedures and perform the following:
o	Instruct personnel to begin preparations for a physical relocation
o	Arrange for the delivery of the COOP “Go-Kit” to the continuity site
o	Assign specific duties to the ERG team participants (facilities, communications, IT, supplies/logistics, finance)
o	Identify the need for additional personnel and backup personnel
o	Arrange for the transport of equipment, documents, equipment and personnel to the continuity site
o	Assemble documents & equipment required to perform essential functions at continuity site such as:
▪	Dispatch documents and software, etc.
▪	Department of Public Works roster
▪	Vital records & databases
▪	Laptops
▪	Local, regional and state contact information
▪	Cell phones with chargers
▪	Office supplies & batteries
▪	Communications equipment

Relocation Checklist – Department of Public Works
During the Continuity Event
<input type="checkbox"/> Establish the department’s Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) at the continuity site, to include, but not be limited to:
<input type="radio"/> Maintain roads (including closures, detours, etc.)
<input type="radio"/> Establish emergency access roads
<input type="radio"/> Flood control (dams, culverts, drainage)
<input type="radio"/> Water system
<input type="radio"/> Sewer system/wastewater treatment plant
<input type="radio"/> Electric grid (traffic signals, lights)
<input type="radio"/> Trash collection
<input type="radio"/> Snow collection & treating
<input type="radio"/> Posting directions to locations
<input type="radio"/> Communications
<input type="radio"/> Fleet maintenance
<input type="checkbox"/> Implement the Line of Succession as required
<input type="checkbox"/> Implement the Delegations of Authorities as required
<input type="checkbox"/> Initiate other established plans as needed to protect the water supply and the wastewater treatment facilities
<input type="checkbox"/> Notify the general public through the Public Information Officer (PIO) and the EMD, as needed
<input type="checkbox"/> Notify affected local, regional and state agencies as necessary
<input type="checkbox"/> Establish behavioral and mental health support for employees as necessary
<input type="checkbox"/> Locate and obtain additional equipment & supplies, as needed
<input type="checkbox"/> Transfer phone numbers and other communications resources to the continuity site
<input type="checkbox"/> Secure the primary facility to ensure the protection of the building, equipment and records that have been left behind; arrange for security and the shutdown of security and HVAC systems

9. RECONSTITUTION CHECKLIST (DPW)

Reconstitution Checklist (DPW)
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD, determine the timetable to return to the primary, temporary or permanent facility
<input type="checkbox"/> Notify the Point of Contact (POC) at the continuity site regarding the expected timetable for reconstitution
<input type="checkbox"/> Work with the POC at the continuity site to ensure security at the continuity site before departure
<input type="checkbox"/> Notify all applicable Department of Public Works staff and other town departments regarding reconstitution
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD and the Public Information Officer (PIO), advise the public of reconstitution, as necessary
<input type="checkbox"/> Provide instructions to all applicable employees for the resumption of standard functions, including the Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs)
<input type="checkbox"/> Notify external agencies and organizations, such as mutual aid, regarding the return to the primary facility
<input type="checkbox"/> Prepare the primary facility for the department’s return; ensure that security measures, water, electric power, heating and air conditioning are re-established at the primary facility
<input type="checkbox"/> Arrange for the transport of necessary equipment, documents, equipment and personnel to the primary facility, including but not limited to:
<input type="checkbox"/> Department of Public Works roster
<input type="checkbox"/> Vital records & databases
<input type="checkbox"/> Laptops
<input type="checkbox"/> Local, regional and state contact information
<input type="checkbox"/> Cell phones with chargers
<input type="checkbox"/> Office supplies & batteries
<input type="checkbox"/> Communications equipment
<input type="checkbox"/> Conduct an After-Action Report (AAR) to assess the performance of:
<input type="checkbox"/> The essential functions at the continuity site
<input type="checkbox"/> The relocation processes
<input type="checkbox"/> The reconstitution processes
<input type="checkbox"/> Prepare and provide an action plan to address areas of weakness in the continuity plan

10. TEST, TRAINING & EXERCISE PROGRAM (DPW)

Test, Training & Exercise Program – Department of Public Works			
Individual or Group to Receive Training or Exercise	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities & Successors	Orders of Succession and Delegation of Authority Awareness	DPW Director	When delegations or successors change or annual awareness or when significant plan changes occur
	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)		
Pre-delegated ERG and Non-ERG team members	Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility	DPW Director	Annual awareness or when significant plan changes occur
	Train continuity personnel on roles and responsibilities		
New Personnel	Continuity Awareness Briefing (or other means of orientation)	DPW Director	Within 60 days of hire

11. DEVOLUTION (DPW)

Devolution is the process of transferring authority and responsibility from a primary operating staff and facilities to a separate organization’s employees and facilities for an extended time; devolution may also be a temporary measure. Direction and Control would be transferred to the available continuity site, which will assume the MEFs & ESAs that cannot be performed and cannot be delayed.

The table below represents the basic requirements for the devolution of responsibilities for the Durham Department of Public Works.

Devolution Plan – Department of Public Works					
Authority being delegated	Devolution Site <i>(Where is the Devolution Site?)</i>	Contact Person <i>(What is the name & contact information for the Devolution Site Contact?)</i>	Triggering Event <i>(What will create the need for Devolution?)</i>	Required Resources <i>(What Resources are needed at the Devolution Site?)</i>	Devolution Termination <i>(When will Devolution end?)</i>
			The DPW garage, equipment & staff are unable to perform MEFs		The DPW garage, equipment & staff can perform MEFs
			The DPW garage, equipment & staff are unable to perform MEFs		The DPW garage, equipment & staff can perform MEFs
			The DPW garage, equipment & staff are unable to perform MEFs		The DPW garage, equipment & staff can perform MEFs

12. ACTION ITEMS (DPW)

Action Items – Department of Public Works		
Responsible Party	Action Item	Time Frame
	Periodically test, maintain and have ready all equipment in working order to ensure internal and external interoperability and viability	
	Test primary and backup infrastructure systems and services at the continuity site	
	Establish MOUs with the designated continuity site	
	Establish MOUs with the designated devolution site	
	Conduct awareness training and COOP exercises	
	Digitize all essential documents, including contracts, assessments, maps, building plans, etc.	
	Periodically review department and town policies; update according to new equipment and community needs	
	Maintain all mutual aid and contractor agreements	
	Develop and maintain methods for record-keeping to ensure the necessary documentation for reimbursement after a continuity event	
	Refer to the Durham Hazard Mitigation Plan, the Durham Emergency Operations Plan and other town planning documents for prevention, mitigation and preparedness activities to ensure a better response to continuity events	
	Develop MOUs with contractors for equipment and mechanics	
	Join NH Public Works Mutual Aid	
	Pre-identify temporary landfill sites that can accommodate debris caused by a continuity event	
	Update water and sewer infrastructure in GIS	

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Annex D – The Durham Town Hall

Table of Contents

1. ORDERS OF SUCCESSION (TH)	129
2. PRIMARY & CONTINUITY FACILITIES (TH)	129
3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (TH)	130
4. HUMAN & RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (TH)	132
5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFs & ESAs AT THE CONTINUITY SITE (TH)	133
6. ESSENTIAL RECORDS MANAGEMENT (TH)	134
7. DELEGATIONS OF AUTHORITY (TH)	135
8. RELOCATION CHECKLIST (TH)	136
9. RECONSTITUTION CHECKLIST (TH)	138
10. TEST, TRAINING & EXERCISE PROGRAM (TH)	140
11. DEVOLUTION (TH)	141
12. ACTION ITEMS (TH)	142

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1. ORDERS OF SUCCESSION (TH)

Orders of Succession – Town Hall				
	Lead Staff Member	1st in Line of Succession	2nd in Line of Succession	3rd in Line of Succession
Town Hall Staff Full-time: 13 Part-time: 4	Town Administrator	Business Manager	Police Chief	DPW Director
	Todd Selig	Gail Jablonski	Rene Kelley	Rich Reine
	868-5571 (work)	868-1858 (work)	868-2324 (work)	868-5578 (work)
	tselig@ci.durham.nh.us	gjablonski@ci.durham.nh.us	rkelley@ci.durham.nh.us	rreine@ci.durham.nh.us



2. PRIMARY & CONTINUITY FACILITIES (TH)

Continuity Sites – Town Hall			
Durham Department	Primary Location	1st Continuity Site	2nd Continuity site
Town Hall	Town Hall	Library or Police Station	<ul style="list-style-type: none"> • University of New Hampshire • Goss International • RiverWoods Durham • Old Town Hall • Other towns • Telework operations determined at the time of the emergency • Departments may not be in the exact location depending on conditions on the ground

3. MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (TH)

MEFs & ESAs – Town Hall			
Responsible Personnel	Priority	Mission Essential Function (MEF)	Essential Support Activity (ESA)
Town Administrator	1	Maintain the administration of town government	
	2	Serve as liaison with Town Council	
	3	Obtain legal services as needed	
Town Administrator & Town Council	1	Provide public information as needed	
	2	Provide financial support for the emergency; write checks	
Town Council	1	Maintain meetings & legislative functions	Enact EM ordinance, funding, budgeting
	2	Preside at Town Council meetings; voting power	Chair, Chair Pro Tem, or another Councilor as temporarily designated OR the Administrator
	3	Public Relations – Special Meetings & Forums	
	4	Public Affairs Functions – Media (secondary)	
	5	Do not interfere with the performance of staff functions	
	6	Chair for town ceremonial purposes	Council Chair
Town Administrator & all other departments	1	Provide Durham Friday Updates to broadcast information on mass illnesses & the ways people can protect themselves	
Town Clerk / Tax Collector	1	Maintain the collection of taxes, water & sewer payments, and motor vehicles electronic payments	
	2	Document control	
	3	Elections	
Economic Development	1	Serve as a point of contact for businesses & organizations, providing resources and business guidance	Community Relations Support
Town Planner	1	Available for assistance to other departments; backup support	
	2	Provide mapping, demographics information, GIS and other essential services & backup support for the emergency	Can do whatever is needed with communications, providing data and demographics, visiting sites, etc.

MEFs & ESAs – Town Hall			
Responsible Personnel	Priority	Mission Essential Function (MEF)	Essential Support Activity (ESA)
Town Assessor	1	Available for assistance to other departments; backup support	
	2	Provide property owner names, addresses, tax maps & assessments (most located on “cloud”)	
Building Inspector	1	Inspect buildings for safety before occupancy	
	2	Approve permits for emergency or temporary repair & construction	
Business Manager	1	Process payroll, personnel benefits, electronic payments, vendor payments & daily banking;	
	2	Monitor the welfare of the public and the town's budget	
Health Officer	1	Identify locations for quarantine	
	2	Broadcasting information on mass illnesses & ways people can protect themselves	
Manager Information Technology	1	Computer support services	
	2	Network & data access	
	3	Security & cyber-security	
	4	Phone & cable access support	
	5	Email provider	
	6	Communications, cellular	
	7	GIS, social media platforms, the town's website	
	8	Authentication services	
	9	Application support	
Finance Officer	1	Daily banking	
	2	Budget	
	3	Payroll Processing	
	4	Debt electronic payments (wires & ACH)	
	5	Vendor payments	
	6	Motor vehicles electronic payment (ACH)	
	7	Authentication services	
Welfare Officer	1	The welfare of the public	
Human Resources	1	Personnel benefits	
Legal Department	1	Prosecute for the Town	

4. HUMAN & RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (TH)

COOP Activation Contact List – Town Hall				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
Continuity Coordinator (EMD & Town Administrator)	Durham Town Hall	Todd Selig	68-5571 (w)	
Administrative Assistant to TA	Durham Town Hall	Jen Berry	868-5571 (w)	
Business Manager	Durham Town Hall	Gail Jablonski	868-8043 (w)	
Council Chair	Durham Town Hall	Kitty Marple		
Council Chair Pro Tem	Durham Town Hall	Wayne Burton		
Planning Director	Durham Town Hall	Michael Behrendt	868-8064 (w)	
Administrative Assistant	Durham Town Hall	Karen Edwards	868-8064 (w)	
Building Inspector/Health Officer	Durham Town Hall	Audrey Cline	868-8064 (w)	
Staff Accountant	Durham Town Hall	Deb Ahlstrom	868-8043 (w)	
Assessor	Durham Town Hall	Jim Rice	868-8064 (w)	
Information Technology	Durham Town Hall	Luke Vincent	590-1380 (w)	
Tax Collector/Town Clerk	Durham Town Hall	Lorrie Pitt	868-5577 (w)	
Deputy Tax Collector/Town Clerk	Durham Town Hall	Rachel Deane	868-5577 (w)	
Parks & Recreation	Durham Town Hall	Rachel Gosowski	817-4074 (w)	
Economic Development Director	Durham Town Hall	Christine Soutter		
Town Engineer	Durham Town Hall	April Talon	868-5578 (w)	
Continuity Site Contact - POC				
Person Responsible for Go-Kit	Durham Town Hall	Jennie Berry	868-5571 (w)	
Emergency Relocation Group (ERG)				
ERG - Team Leader & POC	Durham Town Hall			
ERG - Facilities	Durham Town Hall			
ERG - Communications	Durham Town Hall			
ERG - Information Technology	Durham Town Hall			
ERG - Supplies & Logistics	Durham Town Hall			
ERG - Finance	Durham Town Hall			
Reconstitution Manager	Durham Town Hall			

COOP Activation Contact List – Town Hall				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
Other Emergency Contacts				
Duty Officer	HSEM			
HSEM Field Representative	HSEM	Heather Dunkerly		
Duty Officer	NH State Police Troop A	Duty Supervisor		
Duty Officer	Strafford County Sheriff	Duty Supervisor		
Disaster Program Manager	American Red Cross	Charles Hall		
Strafford County Regional PHN	State PHN	Mary Kerr		

5. PHYSICAL RESOURCES REQUIRED TO PERFORM MEFS & ESAS AT THE CONTINUITY SITE (TH)

Resources Needed to Perform MEFs & ESAs at the Continuity Site – Town Hall				
Resource (Equipment)	Model	Capacity	Location	FEMA Cost Codes
Laptop	Apple MacBook	2019 or later/current model	Town Administrator’s Office	
Internet Access				
17 x Desktop	Modern PC	2019 or later/current model	Town Administrator’s Office	
3 x Copier	Sharp MX-30712	2019 or later/current model	Town Administrator’s Office	

6. ESSENTIAL RECORDS MANAGEMENT (TH)

Vital Files, Records & Databases – Town Hall			
Department	File/Record/Database	Format (hardcopy, digital, etc.)	Backup Location
Town Administrator	Administrative Records		
	Personnel Records		
	Emergency Plans		
Town Clerk / Tax Collector	Council Minutes		
	Dog Registrations		
	Elections		
	Auto Registration		
	Archived Records (liens, warrants, deeds)		
	Plans		
Economic Development	Business Contacts		
Planning	GIS Data & Maps		
	Subdivision information, records, etc.		
Town Assessor	Ownership Records		
	Tax, water & sewer payments		
Building Inspector	Structural Plans		
	Inspections		
	Site plans, subdivisions, as-built proposal		
Health Officer			
Manager IT	Server and data retention/access		
	MUNIS		
Finance Officer	MUNIS		
	Vital Records		
Welfare Officer	Welfare Records		
	Resources for people in need		
Human Resources	Personnel Benefits Information		
Legal	Prosecution Cases		

7. DELEGATIONS OF AUTHORITY (TH)

Delegation of Authority (1) – Town Hall	
Authority	CAO Per Town Charter
Type of Authority	Personnel
Incumbent holding Authority	Town Administrator
Delegated to Position	Business Manager
Triggering Conditions	By designation of TA or if TA is unavailable to function until the town council appoints an interim
Procedures or Limitations	

Delegation of Authority (2) – Town Hall	
Authority	CAO Per Town Charter
Type of Authority	Budget
Incumbent holding Authority	Town Administrator
Delegated to Position	Business Manager
Triggering Conditions	By designation of TA or if TA is unavailable to function until the town council appoints an interim
Procedures or Limitations	

Delegation of Authority (3) – Town Hall	
Authority	Zoning Administrator Per Zoning Ordinance
Type of Authority	Zoning
Incumbent holding Authority	Town Administrator
Delegated to Position	Code Enforcement Officer
Triggering Conditions	By designation of TA or if TA is unavailable to function until the town council appoints an interim
Procedures or Limitations	

8. RELOCATION CHECKLIST (TH)

Relocation Checklist – Town Hall	
Before Relocation to the Continuity Site	
<input type="checkbox"/>	Assess the situation to determine the need to activate the Town Hall’s COOP
<input type="checkbox"/>	Notify the Continuity Coordinator/Emergency Management Director of the situation
<input type="checkbox"/>	Notify the Point of Contact (POC) at the continuity site to advise them of the COOP activation
<input type="checkbox"/>	<ul style="list-style-type: none"> ○ Inform the POC about the anticipated move to the continuity site ○ Ensure that the continuity site is prepared for relocation ○ Ensure that the necessary security measures are in place ○ Ensure that the necessary communications systems are in place
<input type="checkbox"/>	Advise the Emergency Relocation Group Team Leader to begin relocation procedures and perform the following:
<input type="checkbox"/>	<ul style="list-style-type: none"> ○ Instruct personnel to begin preparations for a physical relocation ○ Arrange for the delivery of the COOP “Go-Kit” to the continuity site ○ Assign specific duties to the ERG team participants (facilities, communications, IT, supplies/logistics, finance) ○ Identify the need for additional personnel and backup personnel ○ Arrange for the transport of equipment, documents, equipment and personnel to the continuity site ○ Assemble documents and equipment required to perform essential functions at continuity site such as: <ul style="list-style-type: none"> ▪ Town Hall employee roster and contact information ▪ Vital records & databases ▪ Vital records & databases for ownership records (Assessor) ▪ Backup files for payroll processing (Assessor) ▪ Make arrangements for elections, if needed (Town Clerk) ▪ Credit card and check processing equipment, printers and software (Tax Collector) ▪ Backup files for payroll processing ▪ Contact information for businesses/organizations (Economic Development) ▪ Vital records and databases for payroll processing (Finance) ▪ Vital records and databases for daily banking (Finance) ▪ Vital records and databases for electronic payments (Finance) ▪ Vital records and databases for the School District (Finance)

Relocation Checklist – Town Hall
▪ Vital records and databases for workers comp, medical and labor (Human Resources)
▪ Backup Data (Information Technology)
▪ Data lines (Information Technology)
▪ Laptops
▪ Local, regional and state contact information
▪ Cell phones with chargers
▪ Office supplies & batteries
▪ Communications equipment

Relocation Checklist – Town Hall
Before Relocation to the Continuity Site
<input type="checkbox"/> Establish the department’s Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) at the continuity site
<input type="checkbox"/> Implement the Line of Succession as required
<input type="checkbox"/> Implement the Delegations of Authorities as required
<input type="checkbox"/> Notify the general public through the Public Information Officer (PIO) and the EMD, as needed
<input type="checkbox"/> Notify affected local, regional and state agencies as necessary
<input type="checkbox"/> Establish behavioral and mental health support for employees as necessary
<input type="checkbox"/> Locate and obtain additional equipment & supplies, as needed
<input type="checkbox"/> Transfer phone numbers and other communications resources to the continuity site
<input type="checkbox"/> Secure the primary facility to ensure the protection of the building, equipment and records that have been left behind; arrange for security and the shutdown of security and HVAC systems

9. RECONSTITUTION CHECKLIST (TH)

Reconstitution Checklist – Town Hall
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD, determine the timetable to return to the primary, temporary or permanent facility
<input type="checkbox"/> Notify the Point of Contact (POC) at the continuity site regarding the expected timetable for reconstitution
<input type="checkbox"/> Work with the POC at the continuity site to ensure security at the continuity site before departure
<input type="checkbox"/> Notify all applicable Fire Department staff and other town departments regarding reconstitution
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD and the Public Information Officer (PIO), advise the public of reconstitution, as necessary
<input type="checkbox"/> Provide instructions to all applicable employees for the resumption of standard functions, including the Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs)
<input type="checkbox"/> Notify external agencies and organizations, such as mutual aid, regarding the return to the primary facility
<input type="checkbox"/> Prepare the primary facility for the department’s return; ensure that security measures, water, electric power, heating and air conditioning are re-established at the primary facility
<input type="checkbox"/> Arrange for the transport of necessary equipment, documents, equipment and personnel to the primary facility, including but not limited to:
<input type="checkbox"/> Town Hall employee roster and contact information
<input type="checkbox"/> Vital records & databases
<input type="checkbox"/> Vital records & databases for ownership records (Assessor)
<input type="checkbox"/> Backup files for payroll processing (Assessor)
<input type="checkbox"/> Make arrangements for elections, if needed (Town Clerk)
<input type="checkbox"/> Credit card and check processing equipment, printers and software (Tax Collector)
<input type="checkbox"/> Backup files for payroll processing
<input type="checkbox"/> Contact information for businesses/organizations (Economic Development)
<input type="checkbox"/> Vital records and databases for payroll processing (Finance)
<input type="checkbox"/> Vital records and databases for daily banking (Finance)
<input type="checkbox"/> Vital records and databases for electronic payments (Finance)
<input type="checkbox"/> Vital records and databases for the School District (Finance)
<input type="checkbox"/> Vital records and databases for workers comp, medical and labor (Human Resources)
<input type="checkbox"/> Backup Data (Information Technology)
<input type="checkbox"/> Data lines (Information Technology)

Reconstitution Checklist – Town Hall
<input type="checkbox"/> Laptops
<input type="checkbox"/> Local, regional and state contact information
<input type="checkbox"/> Cell phones with chargers
<input type="checkbox"/> Office supplies & batteries
<input type="checkbox"/> Communications equipment
<input type="checkbox"/> Conduct an After-Action Report (AAR) to assess the performance of:
<input type="checkbox"/> The essential functions at the continuity site
<input type="checkbox"/> The relocation processes
<input type="checkbox"/> The reconstitution processes
<input type="checkbox"/> Prepare and provide an action plan to address areas of weakness in the continuity plan

10. TEST, TRAINING & EXERCISE PROGRAM (TH)

Test, Training & Exercise Program – Town Hall			
Individual or Group to Receive Training or Exercise	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities & Successors	Orders of Succession and Delegation of Authority Awareness	Town Administrator	When delegations or successors change or Annual Awareness or when significant plan changes occur
	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)		
Pre-delegated ERG and Non-ERG team members	Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility	Town Administrator	Annual awareness or when significant plan changes occur
	Train continuity personnel on roles and responsibilities		
New Personnel	Continuity Awareness Briefing (or other means of orientation)	Town Administrator	Within 60 days of hire

11. DEVOLUTION (TH)

Devolution is the process of transferring authority and responsibility from a primary operating staff and facilities to a separate organization’s employees and facilities for an extended time; devolution may also be a temporary measure. Direction and Control would be transferred to the available continuity site, which will assume the MEFs & ESAs that cannot be performed and cannot be delayed.

The table below represents the basic requirements for the devolution of responsibilities for the Durham Town Hall.

Devolution Plan – Town Hall					
Authority being delegated	Devolution Site	Contact Person	Triggering Event	Required Resources	Devolution Termination
	<i>(Where is the Devolution Site?)</i>	<i>(What is the name & contact information for the Devolution Site Contact?)</i>	<i>(What will create the need for Devolution?)</i>	<i>(What Resources are needed at the Devolution Site?)</i>	<i>(When will Devolution end?)</i>
Town Hall - Entire Facility	Durham Public Library	Sheryl Bass, Library Director 397-8061 (c)	The Town Hall, equipment & staff are unable to perform MEFs	To be assessed as situation warrants.	The Town Hall, equipment & staff can return to the facility and perform MEFs
Town Hall - Entire Facility	Durham Police Station	Rene Kelley, Police Chief 765-5398 (c)	The Town Hall, equipment & staff are unable to perform MEFs	To be assessed as situation warrants.	The Town Hall, equipment & staff can return to the facility and perform MEFs
Town Hall - Entire Facility	As appropriate given specific circumstances.	TBD	The Town Hall, equipment & staff are unable to perform MEFs	To be assessed as situation warrants.	The Town Hall, equipment & staff can return to the facility and perform MEFs

12. ACTION ITEMS (TH)

Action Items – Town Hall		
Responsible Party	Action Item	Time Frame
Town Administrator	Periodically test, maintain and have ready all equipment in working order to ensure internal and external interoperability and viability	As necessary and per standard operating protocols
MIS Department	Test primary and backup infrastructure systems and services at continuity site	As deemed prudent
Town Administrator	Establish MOUs with the designated continuity site	N/A - #1 and #2 are Municipal Facilities
Town Administrator	Establish MOUs with the designated devolution site	N/A - #1 and #2 are Municipal Facilities
Town Administrator	Conduct awareness training and COOP exercises	As needed
Town Administrator	Digitize all important documents	As needed
Town Administrator	Periodically review town policies and ordinances; update according to new equipment and community needs	As needed
Business Administrator	Develop and maintain methods for record-keeping to ensure the necessary documentation for reimbursement after a continuity event	Situation specific
Town Administrator	Refer to other town planning mechanisms, such as the Durham Hazard Mitigation Plan and the Durham Emergency Operations Plan for prevention, mitigation and preparedness activities to ensure a better response to continuity events	As needed
Town Administrator	Identify potential storage locations for displaced office equipment if necessary	As needed

Annex E – The Durham Emergency Operations Center

Table of Contents

ORDERS OF SUCCESSION (EOC).....	145
PRIMARY & CONTINUITY FACILITIES (EOC)	145
MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (EOC).....	146
HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (EOC).....	147
PHYSICAL RESOURCES REQUIRED TO PERFORM MEFs & ESAs AT THE CONTINUITY SITE (EOC).....	148
ESSENTIAL RECORDS MANAGEMENT (EOC)	148
DELEGATIONS OF AUTHORITY (EOC).....	149
RELOCATION CHECKLIST (EOC)	149
RECONSTITUTION CHECKLIST (EOC).....	151
TEST, TRAINING & EXERCISE PROGRAM (EOC).....	152
DEVOLUTION (EOC)	153
ACTION ITEMS (EOC)	153

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ORDERS OF SUCCESSION (EOC)

Orders of Succession – Emergency Operations Center					
	Lead Staff Member	1st in Line of Succession	2nd in Line of Succession	3rd in Line of Succession	
Emergency Operations Center	Emergency Management Director	Assistant Emergency Management Director	Police Chief	Director of Public Works	
	Todd Selig	Dave Emanuel	Rene Kelley	Rich Reine	
	Staff As needed, based on the emergency	868-5571 (work)	868-5531 (work)	868-2324 (work)	868-5578 (work)
	tselig@ci.durham.nh.us	david.emanuel@unh.edu	rkelley@ci.durham.nh.us	rreine@ci.durham.nh.us	



PRIMARY & CONTINUITY FACILITIES (EOC)

Continuity Sites – Emergency Operations Center			
Durham Department	Primary Location	1st Continuity Site	2nd Continuity Site
Emergency Operations Center (EOC)	Town Hall	Fire Station	Police Station

MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (EOC)

Mission Essential Functions (MEFs) – Emergency Operations Center	
Mission Essential Functions (MEFs) for the Emergency Operations Center are dependent on the nature of the emergency. All MEFs are the responsibility of the EMD or those in the line of succession. Corresponding ESFs from the Durham Emergency Operations Plan are indicated	
Action	Emergency Support Function (ESF)
Activate the Emergency Operations Center and establish direction & control over an emergency situation from the EOC	ESFs #1-15
Assess the situation with the assistance of other departments and agencies; monitor weather, flood and other hazard conditions	ESFs #1-15
Activate Emergency Support Functions, call in Lead Agencies and support the implementation of ESFs as needed	ESFs #1-15
Collect and coordinate the dissemination of information to emergency responders through Incident Action Plans, reports, briefings, maps and displays	ESFs #1-15
Maintain records of expenditures and resources used and assist other departments with the documentation of emergency-related costs	ESFs #1-15
Notify other town officials (Town Administrator, Town Council, etc.) and surrounding town EMDs of all EOC activations	ESFs #1-15
Open communication lines with HSEM via WEB-EOC	ESFs #1-15
Organize and manage evacuation and shelter operations as needed	ESF #1 & 6
Open communication lines with the Incident Commander and other response agencies	ESFs #2
Coordinate emergency alerting for the general public with CodeRED and other town-wide notification systems	ESF #2
Working with other departments and/or agencies, assess the structural stability of roads, bridges, dams and structures	ESF #3
Open communication lines with the American Red Cross and other NGOs as needed	ESF #6, #8 & #14
Coordinate with outside contacts for additional resources, including private contractors, other communities, NGOs, state and federal agencies	ESF #7
Coordinate and track the use of all resources by gathering information from responding departments	ESF #7
Open communication lines with the Strafford County Public Health Network as needed; request the activation of the MACE and specialized medical teams as appropriate	ESF #8
Open communication lines with local medical facilities as appropriate	ESF #8
Coordinate the care and support the requirements of the functional needs population	ESF #8
Open communication lines with energy providers to ensure uninterrupted power for critical facilities and fuel for emergency response vehicles	ESF #12
Working with the PIO to approve and disseminate information to the public & the media; coordinate with Durham Community Access TV and other entities to ensure proper messaging	ESF #15

HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (EOC)

COOP Activation Contact List - Emergency Operations Center				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
Emergency Management Director	Town Hall	Todd Selig		
Assistant Emergency Management Director	Fire Department	Dave Emanuel		
Police Chief	Police Department	Rene Kelley		
Director of Public Works	Department of Public Works	Rich Reine		
Continuity Coordinator (EMD & Town Administrator)	Durham Town Hall	Todd Selig		
Continuity Site Contact - POC				
Person responsible for Go-Kit				
Emergency Relocation Group (ERG)				
ERG - Team Leader & POC				
ERG - Facilities				
ERG - Communications				
ERG - Information Technology				
ERG - Supplies & Logistics				
ERG - Finance				
Reconstitution Manager				
Other Emergency Contacts				
Duty Officer	HSEM			
HSEM Field Representative	HSEM	Heather Dunkerly		
Disaster Program Manager	American Red Cross	Charles Hall		
Strafford County Regional PHN	State PHN	Mary Kerr		
Duty Officer	NH State Police Troop A			
Duty Officer	Strafford County Sheriff			

PHYSICAL RESOURCES REQUIRED TO PERFORM MEFS & ESAS AT THE CONTINUITY SITE (EOC)

Resources Needed to Perform MEFs & ESAs at the Continuity Site – Emergency Operations Center
Resources & Equipment
Laptops, software & hardware including printers, copiers & fax machines
Internet connection
Display monitors/TVs
Paper, pens & other typical office supplies
Supply of batteries, extension cords, cots & blankets
Communication equipment (radios, phones, etc.)
Plans & other pertinent documents (Emergency Operations Plan, Pandemic Plan, Hazard Mitigation Plan, School Emergency Operations Plans, etc.)
Display boards, maps, Census Data & other reference materials such as FEMA cost codes
Computer operators & tech specialists
Desk, tables, chairs & other office furniture
Tracking forms, log sheets, ICS forms & financial records forms

ESSENTIAL RECORDS MANAGEMENT (EOC)

Vital Files, Records & Databases – Emergency Operations Center			
Responsible Personnel	File/Record/Database	Format (hardcopy, digital, etc.)	Backup Location
	Emergency Operations Plan (EOP)		
	School Emergency Operations Plans (SEOP)		
	Financial records		
	Incident Action Plan(s)		
	Tracking forms, log sheets, ICS forms, etc.		
	Staff contact information		

DELEGATIONS OF AUTHORITY (EOC)

Authority	Type of Authority	Incumbent holding Authority
Emergency Management Statutes – Chapter 21 P	21-P:39 Local Organization for Emergency Management	Emergency Management Director
Delegated to Position	Triggering Conditions	Procedures or Limitations
1) Assistant Emergency Management Director	Absence of or relief or the EMD	No limitations
2) Police Chief	Absence of or relief or the EMD and Assistant EMD	No limitations
3) Director of Public Works	Absence of or relief or the EMD, Assistant EMD and the Police Chief	No limitations

RELOCATION CHECKLIST (EOC)

Relocation Checklist – Emergency Operations Center
Before Relocation to the Continuity Site
<input type="checkbox"/> Assess the situation to determine the need to activate the Emergency Operations Center COOP
<input type="checkbox"/> Notify the Continuity Coordinator/Emergency Management Director of the situation
<input type="checkbox"/> Notify the Point of Contact (POC) at the continuity site to advise them of the COOP activation
<input type="checkbox"/> Inform the POC about the anticipated move to the continuity site
<input type="checkbox"/> Ensure that the continuity site is prepared for relocation
<input type="checkbox"/> Ensure that the necessary security measures are in place
<input type="checkbox"/> Ensure that the necessary communications systems are in place
<input type="checkbox"/> Advise the Emergency Relocation Group Team Leader to begin relocation procedures and perform the following:
<input type="checkbox"/> Instruct personnel to begin preparations for a physical relocation
<input type="checkbox"/> Arrange for the delivery of the COOP “Go-Kit” to the continuity site
<input type="checkbox"/> Assign specific duties to the ERG team participants (facilities, communications, IT, supplies/logistics, finance)
<input type="checkbox"/> Identify the need for additional personnel and backup personnel
<input type="checkbox"/> Arrange for the transport of equipment, documents, equipment and personnel to the continuity site
<input type="checkbox"/> Assemble documents and equipment required to perform essential functions at continuity site such as:

Relocation Checklist – Emergency Operations Center
▪ EOC roster
▪ Vital records & databases
▪ Laptops
▪ Local, regional and state contact information
▪ Cell phones with chargers
▪ Office supplies & batteries
▪ Communications equipment

Relocation Checklist – Emergency Operations Center
During the Continuity Event
<input type="checkbox"/> Establish the department’s Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) at the continuity site, to include
<input type="checkbox"/> Implement the Line of Succession as required
<input type="checkbox"/> Implement the Delegations of Authorities as required
<input type="checkbox"/> Notify the general public through the Public Information Officer (PIO) and the EMD, as needed
<input type="checkbox"/> Notify affected local, regional and state agencies as necessary
<input type="checkbox"/> Locate and obtain additional equipment & supplies, as needed
<input type="checkbox"/> Transfer phone numbers and other communications resources to the continuity site
<input type="checkbox"/> Secure the primary facility to ensure the protection of the building, equipment and records that have been left behind; arrange for security and the shutdown of security and HVAC systems

RECONSTITUTION CHECKLIST (EOC)

Reconstitution Checklist – Emergency Operations Center	
<input type="checkbox"/>	In coordination with the Continuity Coordinator/EMD, determine the timetable to return to the primary, temporary or permanent facility
<input type="checkbox"/>	Notify the Point of Contact (POC) at the continuity site regarding the expected timetable for reconstitution
<input type="checkbox"/>	Notify all applicable EOC staff and other town departments regarding reconstitution
<input type="checkbox"/>	In coordination with the Continuity Coordinator/EMD and the Public Information Officer (PIO), advise the public of reconstitution, as necessary
<input type="checkbox"/>	Provide instructions to all applicable employees for the resumption of standard functions, including the Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs)
<input type="checkbox"/>	Notify external agencies and organizations, such as mutual aid, regarding the return to the primary facility
<input type="checkbox"/>	Prepare the primary facility for the department’s return; ensure that security measures, water, electric power, heating and air conditioning are re-established at the primary facility
<input type="checkbox"/>	Arrange for the transport of necessary equipment, documents, equipment and personnel to the primary facility, including but not limited to:
	o EOC Roster
	o Vital records & databases
	o Laptops
	o Local, regional and state contact information
	o Cell phones with chargers
	o Office supplies & batteries
	o Communications equipment
<input type="checkbox"/>	Conduct an After-Action Report (AAR) to assess the performance of:
	o The essential functions at the continuity site
	o The relocation processes
	o The reconstitution processes
<input type="checkbox"/>	Prepare and provide an action plan to address areas of weakness in the continuity plan

TEST, TRAINING & EXERCISE PROGRAM (EOC)

Test, Training & Exercise Program – Emergency Operations Center			
Individual or Group to Receive Training or Exercise	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities & Successors	Orders of Succession and Delegation of Authority Awareness	EMD	When delegations or successors change or annual awareness or when significant plan changes occur
	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)		
Pre-delegated ERG and Non-ERG team members	Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility	EMD	Annual awareness or when significant plan changes occur
	Train continuity personnel on roles and responsibilities		
New Personnel	Continuity Awareness Briefing (or other means of orientation)	EMD	Within 60 days of hire

DEVOLUTION (EOC)

Devolution is the process of transferring authority and responsibility from a primary operating staff and facilities to a separate organization’s employees and facilities for an extended time; devolution may also be a temporary measure. Direction and Control would be transferred to the available continuity site, which will assume the MEFs & ESAs that cannot be performed and cannot be delayed.

Devolution of the EOC is unlikely to occur unless operations are assumed by a higher authority, such as the FBI during a terrorist event or Fish & Game during a search and rescue. It is likely that in any event, when other entities are involved, operations will continue using a Unified Command structure. The devolution site would be determined by the authority assuming responsibility for operations. Devolution would be terminated when the need for outside assistance has been met, and the Town of Durham can proceed with normal activities.

ACTION ITEMS (EOC)

Action Items – Emergency Operations Center		
Responsible Party	Action Item	Time Frame
	Periodically test, maintain and have ready all equipment in working order	
	Test primary and backup infrastructure systems and services at continuity site	
	Conduct awareness training and COOP exercises	
	Digitize all essential documents, including contracts, assessments, maps, building plans, etc. and make arrangements for storage off-site	
	Develop and maintain methods for record-keeping to ensure reimbursement	
	Refer to the Durham Hazard Mitigation Plan, the Durham Emergency Operations Plan and other town planning documents for prevention, mitigation and preparedness activities to ensure a better response to continuity events	

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Annex F – The Durham Primary Shelter

Table of Contents

ORDERS OF SUCCESSION (SHELTER)	157
PRIMARY & CONTINUITY FACILITIES (SHELTER).....	157
MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (SHELTER).....	158
HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (SHELTER).....	159
PHYSICAL RESOURCES REQUIRED TO PERFORM MEFs & ESAs AT THE CONTINUITY SITE (SHELTER)..	160
ESSENTIAL RECORDS MANAGEMENT (SHELTER)	160
DELEGATIONS OF AUTHORITY (SHELTER).....	161
RELOCATION CHECKLIST (SHELTER)	161
RECONSTITUTION CHECKLIST (SHELTER).....	162
TEST, TRAINING & EXERCISE PROGRAM (SHELTER).....	163
DEVOLUTION (SHELTER)	164
ACTION ITEMS (SHELTER)	164

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ORDERS OF SUCCESSION (SHELTER)

Orders of Succession – Shelter				
	Lead Staff Member	1st in Line of Succession	2nd in Line of Succession	3rd in Line of Succession
Shelter Staff As needed, based on the emergency	Emergency Management Director (until a Shelter Coordinator is designated)	Shelter Coordinator (as designated by the EMD))	
	Todd Selig			
	868-5571 (work)			
	tselig@ci.durham.nh.us			



PRIMARY & CONTINUITY FACILITIES (SHELTER)

Continuity Sites – Shelter			
Durham Department	Primary Location	1st Continuity Site	2nd Continuity Site
Shelter	Oyster River High School	Oyster River Middle School	Regional Shelters (Rochester Community Center, Exeter High School, Dover High School & Sanborn High School)

MISSION ESSENTIAL FUNCTIONS & ESSENTIAL SUPPORTING ACTIVITIES (SHELTER)

Mission Essential Functions (MEFs) – Shelter	
<p>Mission Essential Functions (MEFs) for the Shelter are dependent on the nature of the emergency. A shelter could be used for long-term or short-term sheltering or a charging, cooling or warming location. All MEFs are the responsibility of the Shelter Coordinator and correspond to ESF #6 in the Durham Emergency Operations Plan (EOP), which states that the EMD will designate the Shelter Coordinator at the time of the emergency. Associated ESFs are indicated below.</p>	
Action	Emergency Support Function (ESF)
Organize and coordinate all shelter activities	ESF #6
Notify <i>ESF #6</i> Support Agencies and staff of plan implementation and open shelter(s), keeping them operating as long as necessary.	ESF #6
Activate the shelter plan.	ESF #6
Open communications lines between the shelter and the EOC; report to the EOC when requested	ESF #2 & 6
Provide individual and family assistance consisting of the provision of emergency food, clothing and shelter.	ESF #6
Coordinate the transportation of goods, services and people to the shelter site	ESF #1 & 6
Register and track the shelter occupants	ESF #6
Recommend to the general public what items should be brought to shelters	ESF #6 & 15
Coordinate the provision of pet sheltering and advise the general public on pet sheltering locations	ESF #6 & 15
Identify and request additional resources	ESF #6 & 7
Monitor shelter occupants and coordinate with the Police Department to ensure the necessary segregation of known offenders.	ESF #6 & 13
Identify security requirements and notify the Police Department	ESF #6 & 13
Work with the Health Officer to ensure the safety of food provided at the shelter	ESF #6
Coordinate for the treatment of ill and or injured patients at the shelter and arrange for transportation as needed.	ESF #6 & 8
Identify fire protection issues and notify the Fire Department	ESF #4 & 6
Obtain additional cots and blankets from American Red Cross, HSEM and the Strafford County Public Health Network as needed.	ESF #6
Request donations resources and volunteers for the shelter	ESF #6 & 14
Communicate with the EOC on the status of the shelter operation	ESF #5 & 6

HUMAN RESOURCES - CONTINUITY ASSIGNMENT & ACTIVATION LIST (SHELTER)

COOP Activation Contact List - Shelter				
Title	Agency	Person Contacted	Phone Number	Date/Time Notified
Emergency Management Director	Town Hall	Todd Selig	868-5571 (w)	
Shelter Coordinator (TBD)				
Continuity Coordinator (EMD & Town Administrator)	Durham Town Hall	Todd Selig	868-5571 (w)	
Continuity Site Contact - POC				
Person responsible for Go-Kit				
Emergency Relocation Group (ERG)				
ERG - Team Leader & POC				
ERG - Facilities				
ERG - Communications				
ERG - Information Technology				
ERG - Supplies & Logistics				
ERG - Finance				
Reconstitution Manager				
Other Emergency Contacts				
Duty Officer	HSEM			
HSEM Field Representative	HSEM	Heather Dunkerly		
Disaster Program Manager	American Red Cross	Charles Hall		
Strafford County Regional PHN	State PHN	Mary Kerr		
Duty Officer	NH State Police Troop A			
Duty Officer	Strafford County Sheriff			

PHYSICAL RESOURCES REQUIRED TO PERFORM MEFS & ESAS AT THE CONTINUITY SITE (SHELTER)

Resources Needed to Perform MEFS & ESAs at the Continuity Site – Emergency Operations Center
Resources & Equipment
Laptops, software & hardware including printers, copiers & fax machines
Internet connection
Cots & blankets and the Shelter Kit
Staff and volunteer contact information
Paper, pens & other typical office supplies
Supply of batteries and extension cords
Communication equipment (radios, phones, etc.)
Emergency Operations Plan Player Packet for ESF #6
The Shelter Plan (if available)
Desk, tables, chairs & other office furniture
Shelter report, tracking and financial records forms; log sheets

ESSENTIAL RECORDS MANAGEMENT (SHELTER)

Vital Files, Records & Databases – Shelter			
Responsible Personnel	File/Record/Database	Format (hardcopy, digital, etc.)	Backup Location
	Staff contact information		
	Financial records		
	Tracking forms, log sheets, etc.		
	Mutual aid or management agreements with American Red Cross or other NGOs		
	Safe & Well Information		

DELEGATIONS OF AUTHORITY (SHELTER)

Delegation of Authority - Shelter
<p>The Shelter Coordinator, as designated by the EMD, would assume authority for managing the shelter operation. In his or her absence, the next qualified person would assume this authority.</p>

RELOCATION CHECKLIST (SHELTER)

Relocation Checklist – Shelter
Before Relocation to the Continuity Site
<input type="checkbox"/> Assess the situation to determine the need to activate the Shelter COOP
<input type="checkbox"/> Notify the Continuity Coordinator/Emergency Management Director of the situation
<input type="checkbox"/> Notify the Point of Contact (POC) at the continuity site to advise them of the COOP activation
<input type="radio"/> Inform the POC about the anticipated move to the continuity site
<input type="radio"/> Ensure that the continuity site is prepared for relocation
<input type="radio"/> Ensure that the necessary security measures are in place
<input type="radio"/> Ensure that the necessary communications systems are in place
<input type="checkbox"/> Advise the Emergency Relocation Group Team Leader to begin relocation procedures and perform the following:
<input type="radio"/> Instruct personnel to begin preparations for a physical relocation
<input type="radio"/> Arrange for the delivery of the COOP “Go-Kit” to the continuity site
<input type="radio"/> Assign specific duties to the ERG team participants (facilities, communications, IT, supplies/logistics, finance)
<input type="radio"/> Identify the need for additional personnel and backup personnel
<input type="radio"/> Arrange for the transport of equipment, documents, equipment and personnel to the continuity site
<input type="radio"/> Assemble documents and equipment required to perform essential functions at continuity site such as:
<input type="checkbox"/> Shelter staff roster
<input type="checkbox"/> Cots, blankets and other basic shelter supplies
<input type="checkbox"/> Vital records & databases
<input type="checkbox"/> Laptops
<input type="checkbox"/> Cell phones with chargers
<input type="checkbox"/> Office supplies & batteries
<input type="checkbox"/> Communications equipment

Relocation Checklist – Shelter
During the Continuity Event
<input type="checkbox"/> Establish the department’s Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs) at the continuity site, to include
<input type="checkbox"/> Notify the general public through the Public Information Officer (PIO) and the EMD, as needed
<input type="checkbox"/> Notify affected local, regional and state agencies and NGOs as necessary
<input type="checkbox"/> Locate and obtain additional equipment & supplies, as needed
<input type="checkbox"/> Transfer phone numbers and other communications resources to the continuity site
<input type="checkbox"/> Secure the primary facility to ensure the protection of the building, equipment and records that have been left behind; arrange for security and the shutdown of security and HVAC systems

RECONSTITUTION CHECKLIST (SHELTER)

Reconstitution Checklist – Shelter
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD, determine the timetable to return to the primary, temporary or permanent facility
<input type="checkbox"/> Notify the Point of Contact (POC) at the continuity site regarding the expected timetable for reconstitution
<input type="checkbox"/> Notify all applicable EOC staff and other town departments regarding reconstitution
<input type="checkbox"/> In coordination with the Continuity Coordinator/EMD and the Public Information Officer (PIO), advise the public of reconstitution, as necessary
<input type="checkbox"/> Provide instructions to all applicable employees for the resumption of standard functions, including the Mission Essential Functions (MEFs) and Essential Supporting Activities (ESAs)
<input type="checkbox"/> Notify external agencies and organizations, such as mutual aid, regarding the return to the primary facility
<input type="checkbox"/> Prepare the primary facility for the department’s return; ensure that security measures, water, electric power, heating and air conditioning are re-established at the primary facility
<input type="checkbox"/> Arrange for the transport of necessary equipment, documents, equipment and personnel to the primary facility, including but not limited to:
<input type="checkbox"/> Shelter staff roster
<input type="checkbox"/> Cots, blankets and other basic shelter supplies
<input type="checkbox"/> Vital records & databases
<input type="checkbox"/> Laptops
<input type="checkbox"/> Cell phones with chargers
<input type="checkbox"/> Office supplies & batteries
<input type="checkbox"/> Communications equipment
<input type="checkbox"/> Conduct an After-Action Report (AAR) to assess the performance of:

Reconstitution Checklist – Shelter
<ul style="list-style-type: none"> ○ The essential functions at the continuity site
<ul style="list-style-type: none"> ○ The relocation processes
<ul style="list-style-type: none"> ○ The reconstitution processes
<input type="checkbox"/> Prepare and provide an action plan to address areas of weakness in the continuity plan

TEST, TRAINING & EXERCISE PROGRAM (SHELTER)

Test, Training & Exercise Program – Shelter			
Individual or Group to Receive Training or Exercise	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities & Successors	Orders of Succession and Delegation of Authority Awareness	EMD & Shelter Coordinator (if predesignated)	When delegations or successors change or annual awareness or when significant plan changes occur
	Continuity Plan Training (COOP duties, MEFs & ESAs & orders of succession)		
Pre-delegated ERG and Non-ERG team members	Conduct exercises that incorporate the deliberate and preplanned movement of continuity personnel to alternate facility	EMD & Shelter Coordinator (if predesignated)	Annual awareness or when significant plan changes occur
	Train continuity personnel on roles and responsibilities		
New Personnel	Continuity Awareness Briefing (or other means of orientation)	EMD & Shelter Coordinator (if predesignated)	Within 60 days of hire

DEVOLUTION (SHELTER)

Devolution is the process of transferring authority and responsibility from a primary operating staff and facilities to a separate organization’s employees and facilities for an extended time; devolution may also be a temporary measure. Direction and Control would be transferred to the available continuity site, which will assume the MEFs & ESAs that cannot be performed and cannot be delayed.

Devolution of the Shelter is likely to occur if one of the regional shelters becomes operational and can take in shelter occupants from Durham. Generally, the local shelters would be used only if the regional shelters are not operational or due to an emergency localized in Durham alone.

ACTION ITEMS (SHELTER)

Action Items – Shelter		
Responsible Party	Action Item	Time Frame
	Develop and maintain a shelter plan	
	Establish and organize a supply of cots, blankets and pet supplies (i.e., crates, bowls, etc.) and an appropriate storage location	
	Practice and test the shelter plan in advance of a future emergency	
	Pre-designate and train shelter staff to open and maintain operations	
	Prepare a shelter kit with items recommended by ARC	
	Develop a list and secure MOUs as needed of NGOs such as ARC, local humane societies, mental health counselors and facilities that can provide food storage and potable water	
	Develop pre-scripted public information on shelter needs, locations, etc.	
	Develop MOUs with area veterinarians and other local professionals who can accommodate pet sheltering; establish a list of pet-friendly hotels/motels	
	Develop and maintain methods for record-keeping to ensure reimbursement	
	Refer to the Durham Hazard Mitigation Plan, the Durham Emergency Operations Plan and other town planning documents for prevention, mitigation and preparedness activities to ensure a better response to continuity events	

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