

New Hampshire (2003): State of New Hampshire

Section 1 > Introduction

Purpose

This document will serve as the first State Homeland Security Strategy (SHSS) for New Hampshire. The purpose of this strategy is to identify a strategic direction for enhancing statewide capability and capacity to prevent and reduce the vulnerability of New Hampshire from weapons of mass destruction (WMD)/terrorism incidents. This is an exceedingly complex mission that requires coordination, cooperation and focused effort from the entire state-citizens, local, state, and federal government, as well as the private and non-profit sectors.

This strategy was developed based upon the results of the New Hampshire assessment completed by eleven (11) designated jurisdictions in December 2003. The assessment included a comprehensive risk, capabilities, and needs assessments. The results of the assessment provided an insight into the requirements of the state.

The State of New Hampshire will apply the resources available from the U.S. Department of Homeland Security (DHS) through the Office for Domestic Preparedness (ODP) to address unique planning, equipment, training, and exercise needs to assist in building an enhanced and sustainable capacity to prevent, respond to and recover from threats or acts of terrorism.

Vision

The State of New Hampshire will provide the citizens of New Hampshire with a properly equipped, trained and exercised emergency response force capable of responding, detecting, mitigating and recovering from the state's most probable weapons of mass destruction/terrorist event.

Focus

1. Use "all-hazards" approach.
2. Build and maintain an emphasis on incident command and unified command structure.
3. Focus resources to allow local jurisdictions to protect responders and save lives until additional mutual aid, state, regional or federal aid arrives.
4. Enhance capabilities through planning, training, and exercises that includes all disciplines.
5. Enhance and build a fully interoperable, multi-discipline, multi-jurisdictional communications network encompassing all New Hampshire first responders.

The focus of this strategy is based on FY03 Homeland Security Funding that is allocated to the State of New Hampshire through March 31, 2005. The State believes that it should focus on the funds available to us currently and therefore our goals reflect a 2005 deadline. We feel this is an attainable date for both short and long-term with the goals that we have developed.

Coordination

When the New Hampshire assessment and strategy effort was initiated, the Governor designated the Commissioner of the Department of Safety as the State Administrative Agent(SAA)for the State Homeland Security Assessment and Strategy Program. The SAA formed several committees at various levels that includes representatives from all disciplines. The committees were responsible for making recommendations regarding the strategy preparation phase for program goals, objectives, and implementation plans. Once those suggestions for completion were made they were presented to the SAA for review and final approval.

Effort

The State committees are multi-discipline in nature and were utilized to help guide the strategy development process for equipment allocation and distribution among emergency responders across the state. When the committees were established it was clear each discipline represented would have to focus on state-wide needs in order to strengthen current capabilities. These groups include representatives from LE, EMS, EMA, FS, HM, GA, PSC, HC, and PH. Each discipline serves as a subject matter expert in their area of expertise. They have provided input on specific equipment needs that would need to exist based on various CBRNE scenarios that have the potential for occurring in New Hampshire.

Description of Jurisdictions

New Hampshire has eleven reporting jurisdictions. Those eleven jurisdictions are comprised of 290 local and state entities. Each of the 290 entities were asked to complete an individual assessment

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Description of Jurisdictions

that developed their capabilities and needs at the local level.

The New Hampshire SAA approved the jurisdictional boundaries which were aligned with New Hampshire's 1999 assessment process for continuity purposes. The jurisdictions are the ten counties in New Hampshire and the State agencies who perform response operations.

Jurisdiction Assessment Process

New Hampshire attended a regional session in New York City where an overview of the assessment and strategy program was explained. On September 2, 2003 approximately 1700 letters were sent to local and state entities explaining the assessment process. The letter stressed the importance of completing the assessment and returning it to the SAA as future Homeland Security funding to New Hampshire, and ultimately local entities, will be impacted by the non-submission of the State-wide Needs Assessment to the SAA and US DHS-ODP.

The Assessment information was posted on the Department of Safety's website in order to facilitate the completion of the assessments in a more efficient manner. The NH Department of Safety, Emergency Management Field staff along with personnel from the Grants Management Unit, conducted on-site technical assistance sessions with local entities to facilitate the completion of the assessments using the DHS/ODP Jurisdiction and Reference Handbooks for resource direction. Using these resources, members from each entity participated in the sessions to ensure standardization of their assessment. Each reporting entity filled out and submitted the assessment to the SAA where the Grant Management Unit reviewed and analyzed every assessment before the data was entered into the ODP on-line system. The Grants Management Unit reviewed each assessment for completeness and ensured the information provided was realistic for each entity based on their disciplines. If an assessment required revision, the SAA released the information back to the entity for review, revision and resubmission.

When the information was entered into the US DHS On-line Assessment Tool it was done by taking each jurisdictions assessment and totaling all the information into one document to form the eleven reporting jurisdictions.

Assessment responses by identified entities as of 12/30/03:

- Local Communities: 234 identified; 157 completed = 67%
- County Government: 10 identified; 9 completed = 90%
- Regional HazMat Teams: 8 identified; 8 completed = 100%
- State Response Agencies: 12 identified; 12 completed = 100%
- Hospitals: 26 identified; 20 completed = 77%

TOTAL: 290 identified entities; 206 completed assessments = 71%

The SAA is actively pursuing those entities who have not completed a needs assessment to be able to establish a baseline for each communities capabilities and needs.

Section 2 > State Risk Profile

Population and Jurisdictions

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Section 4 > Goals, Objectives, and Implementation Steps

Goal: Encourage local and state entities to update their all-hazard Emergency Operations Plan (EOP) and Terrorism Annex to address vulnerabilities identified by the entities hazard analysis.

(Note: There is no law in New Hampshire that states local communities must have an Emergency Management Plan; RSA 21:P 34-48 states that local communities must have an Emergency Management Director.)

Objective: Exercised

Local and state entities are encouraged to conduct a series of increasingly complex exercises to evaluate their EOP & Terrorism Annex in the process of their update by 2005.

Steps:

Entities will develop and implement a schedule of planned exercises.
 Entities will develop an exercise design group to coordinate exercises.
 Exercise design group will develop WMD scenarios to evaluate their plans.
 Exercise design group will use the US DHS HSEEP methodology.

Objective: Plans/Procedures

Encourage local and state entities, when they update their EOP and Terrorism Annex, to incorporate a multi-discipline all-hazards approach by 2005.

Steps:

Emergency Management will develop EOP & Terrorism Annex templates.
 Emergency Management personnel will provide technical assistance to local and state entities in the update of their plans.
 Entities will be encouraged to conduct multi-disciplinary planning meetings to review and revise their EOP & Terrorism Annex using the state templates.
 Evaluation of plans will be conducted thru multi-disciplinary exercises.

Objective: Trained

Encourage local and state entities to conduct training on the use of their updated EOP and Terrorism Annex by 2005.

Steps:

Emergency Management will develop EOP & Terrorism Annex training modules.
 Entities will schedule EOP training.
 Notify personnel of training dates.
 Complete training in a timely manner to incorporate changes into EOP update(s).

Goal: Local and State entities procure the proper equipment necessary for multi-discipline response to a WMD incident.

Objective: Equipped

Identify through completion of the needs assessment the total shortfall of each disciplines equipment needs by June 30, 2003.

Steps:

Local and state entities will complete needs assessment.
 Local and state entities assess shortfalls in equipment.
 Local and state entities will prioritize equipment for each discipline.
 Local and state entities will procure equipment.
 As part of Interoperability initiative the State will procure standardized equipment and distribute to locals.

Objective: Exercised

Encourage multi-disciplinary exercises within each jurisdiction utilizing newly allocated equipment by discipline by 2005.

Steps:

SAA to provide guidance to jurisdictions on the importance of multi-disciplinary exercises involving newly acquired equipment.

Objective: Trained

Identify training needs for the proper use, care and maintenance of equipment desired by local and state entities by 2005.

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Trained

Steps:

Review/analyze requests for specialized training for equipment needs developed during the needs assessment process. Local and state entities purchasing specialized equipment must determine any training requirements for such equipment. SAA to coordinate with ODP to determine resources available for specialized equipment training. SAA to coordinate with ODP program manager to receive training for specialized equipment.

Goal: Provide appropriate levels of WMD training to all first responders for a multi-discipline trained force to respond to WMD incidents.

Objective: Organization

Identify and provide ODP approved CERT training courses by 2005.

Steps:

Contract with VolunteerNH! to implement and administer a Citizen Corp program for the State.
Identify ODP approved CERT training courses.
Establish CERT training schedule
Promote CERT training to Citizen Corp and CERTs statewide.
Establish a method to track trained personnel.

Objective: Organization

Identify and schedule ODP approved WMD resident and out-of-state training courses for all first responders by 2005.

Steps:

Access ODP training resources for resident and out-of-state courses available.
Prioritize jurisdiction training needs identified in the needs assessment.
Establish a training schedule with the ODP program manager.

Objective: Plans/Procedures

Establish a training baseline by updating the current level of training for Awareness, Performance (Defensive/Offensive), and Planning/Management levels, across all disciplines (LE, EMS, EMA, FS, HM, GA, PSC, PW, HC and PH) by 2005.

Steps:

Review Jurisdiction assessments for the number of personnel currently trained at each WMD level.
Determine those personnel that require WMD level training.
Identify personnel that will receive each level of WMD training.
Schedule WMD level training for personnel.
Identify training facilities with capacity to provide training.
Certify those personnel who complete the required level of WMD training.

Objective: Trained

Increase all levels of training in all disciplines, by 10% per year until 40% trained is accomplished in each training area for each discipline and then maintain a 40% level of training in all four training areas once achieved by 2005.

Steps:

Develop a method to maintain records of personnel who have completed WMD level training.
Perform data analysis of total WMD trained personnel using jurisdiction assessment data.

Goal: Local and state entities conduct/participate in WMD/CBRNE scenario based exercises to establish a level of readiness for all disciplines.

Objective: Exercised

Encourage local and state entities to participate in multi-discipline and multi-jurisdictional exercises by 2005.

Steps:

Local and state entities conducting exercises will follow the Homeland Security Exercise and Evaluation Program.

Objective: Plans/Procedures

State and local stakeholders to develop a 3-year Exercise Plan by 2004.

Steps:

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Plans/Procedures

Steps:

Stakeholders develop draft 3-year exercise plan.
 ODP approves 3-year exercise plan.
 SAA implements 3-year exercise plan.

Goal: Increase jurisdiction participation with multi-level intelligence components/agencies to deter/prevent WMD/Terrorism incident; to include Vermont, Maine, Massachusetts and Canada.

Objective: Equipped

Enhance existing prevention methods within each jurisdiction by 2005.

Steps:

Assess specialized equipment needed to enhance existing security features already in place.
 Determine equipment needs by jurisdiction required to increase security capabilities.

Objective: Organization

Establish an Intelligence Coordination Group that includes all entities by 2005.

The New Hampshire Division of State Police established an Intelligence Unit in the aftermath of September 11th. The Unit recently expanded to include a National Guard member to its staff. The Unit works closely with the FBI Offices in Bedford, NH and Boston, MA. Information that can be shared with local law enforcement is disseminated appropriately. Relationships with local law enforcement are in the beginning stages.

Steps:

Determine existing intelligence coordination and involvement at all levels.
 Establish/organize jurisdiction components needed to establish and support the Intelligence Coordination Group.
 Develop protocols for dissemination of information in a timely and effective manner to all entities that may be involved; including Fire, EMS and Emergency Management as appropriate.

Objective: Plans/Procedures

Coordinate intelligence efforts pertaining to the dissemination of information to all jurisdictions by 2005.

Steps:

Determine existing intelligence efforts within the state.
 Encourage the participation of each jurisdiction with the Joint Terrorism Task Force.
 Encourage the use of LEO On-Line by all jurisdictions.

Goal: Ensure local and state resources are available to recover from a WMD/Incident.

Objective: Equipped

Identify equipment resources needed to outfit local and state first responders by 2005. NH relies on federal teams such as the FEMA Urban Search and Rescue Team and Heavy and/or Technical Rescue Teams for a terrorist incident that may occur in the State. NH does not have the depth of personnel required to support this type of team. Several regional hazmat teams have been discussing the development of some basic capabilities to stabilize an incident site but by no means are they, nor should they be, nor do they want to be, expected to maintain the same level of technical skills required for USR or Heavy/Technical Rescue Teams that the federal teams require. Medical Response and Public Health Teams are in the formulary stages in NH. Medical Reserve Corp will have the means of responding to a public health emergency. The establishment of a Regional MMRS (NH, VT, ME) will aid in this capability but it is a long term commitment of time, personnel and finances.

Steps:

Local and state entities to assess current equipment capabilities that address recovery operations.
 Each entity should determine equipment needs for recovery operations by discipline.
 Each entity should determine their priority for purchasing recovery operations equipment.
 Hazardous Materials Teams, if applicable, should determine equipment needs for Urban Search and Rescue, Heavy and Technical Rescue for recovery operations.

 Medical Reserve Corp will develop through the CERT to provide response capabilities to local entities.

Objective: Exercised

Encourage the incorporation of recovery operations into jurisdiction exercises by 2005.

Steps:

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Steps:	Exercised Assess currently planned and required exercises at all levels and related equipment needs. When designing exercises encourage the inclusion of recovery operations.
Objective:	Organization Determine capabilities of state resources to perform recovery, identification, and processing of deceased remains resulting from WMD/terrorism incident by 2005.
Steps:	Assess mortuary and storage facilities available for processing human remains. Assess qualified personnel required to manage and conduct recovery identification and processing of deceased remains. Develop integration plan for the inclusion of Disaster Mortuary Operational Response Team (DMORT) personnel in existing plans to recover from a WMD/terrorist incident.
Objective:	Plans/Procedures Integrate jurisdiction EOP's for recovery of essential services by 2005.
Steps:	Assesses essential services requiring restoration. Prioritize essential services requiring restoration. Develop plan for phased restoration of affected structures and systems. Identify funding streams for restoration of services. Implement direct funding for specific services and systems.
Objective:	Trained Utilize training resources made available through ODP for recovery operations within the state by 2005.
Steps:	Identify training shortfalls from needs assessment process. Identify training needs by discipline. Provide ODP TA to jurisdictions to ensure personnel are trained in recovery operations.
Goal: Jurisdictions will procure standardized, interoperable communications equipment for multi-discipline, multi-jurisdictional response to a WMD incident.	
Objective:	Equipped Through the multi-jurisdictional LAWNET Committee and the First Responder Radio Interoperability Committee priorities for interoperable APCO-25 compliant equipment will be outlined by 2005.
Steps:	The LAWNET and First Responder Radio Interoperability Committees will procure and distribute equipment to ensure statewide coverage for communications for all first responders (mobiles, portables, repeaters, basestations, infrastructure backbone and redundant equipment). SAA will provide assistance and guidance with programming and band-width issues in the digital microwave system to first responders receiving equipment.
Objective:	Organization State will assess, build and enhance statewide communications infrastructure to ensure that the network can support and sustain multi-jurisdictional, multi-agency communications during a WMD incident by 2005.
Steps:	Through the multi-jurisdictional LAWNET Committee and the First Responder Radio Interoperability Committee interoperable APCO-25 compliant equipment will be procured to ensure the "backbone" of the communication network is strong, scalable and adequately protected and backed-up.
Objective:	Plans/Procedures Determine outstanding radio infrastructure and in-vehicle needs statewide for law enforcement, fire and emergency medical services by 2005.
Steps:	Survey first responders for determination of needs. Assess infrastructure of statewide communications network and procure appropriate equipment. Determine equipment to be procured and distributed. Implement procurement according to determined plan. Distribute equipment according to plan.