



HAMPSTEAD, NH

CONTINUITY OF OPERATIONS PLAN (COOP)

2021

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EXECUTIVE SUMMARY

The Town of Hampstead Continuity of Operations Plan (COOP) provides instruction and guidance to Town of Hampstead employees, enabling the Town's 'Mission Essential Functions' to continue when there is a catastrophic emergency that severely impacts the Town's ability to operate as usual. Town department heads and elected officials have been instrumental in the preparation of the COOP. They have developed actions and processes to ensure all public services will continue under the worst of environmental, economic and technological conditions.

The Town of Hampstead Continuity of Operations Plan represents the Town's commitment to serve the citizens of Town of Hampstead in the worst and best of times. The Hampstead Town Administrator asks each Town employee to familiarize themselves with actions that must be taken to continue Town operations during a disaster, and to continue to provide a full spectrum of public services to all who live in our Town.

KEY POSITIONS OF THE COOP

In the event of activation of this COOP, one or more Town Departments will become critical players in the implementation of this Plan. The COOP identifies a COOP Response Team headed by the COOP Director (a.k.a. Town Administrator) and supported by individual Department COOP Coordinators. The following Hampstead Town Departments (and their respective Department COOP Coordinators) are included in the scope of this plan include:

Board of Selectmen	Hampstead Public Library
Building/Health/Code	Police Department
Emergency Management	Recreation Department
Finance Office	Town Administrator
Fire Department	Town Clerk/Tax Collector
Highway Department	Town Treasurer
Human Services	

ACTIVATION OF THE COOP

The COOP Plan is activated by the COOP Director, on his/her own discretion, or at the request of a Town Department. Activation can occur with or without warning and may be activated during duty or non-duty hours. The COOP will be activated at Partial Operational Level or Full Operational Level.

I. Introduction

Continuity of Operations Planning ensures that the Town of Hampstead can continue to perform its duties and responsibilities in the event of any disruption in normal working conditions. A Continuity of Operations Plan (COOP) Plan is designed to help maintain the continuity of essential operations/functions during various scenarios or events, including emergencies such as fire, storm, and natural disasters, terrorist activities, power outages, or other short or long-term disruptions in the physical environment in which employees or equipment operates.

II. Purpose

This Continuity of Operations Plan (COOP) is intended to help preserve and restore essential functions of the Town of Hampstead, when its essential facilities or other infrastructure is subject to a crisis or actual or threatened loss of capacity. This COOP establishes policy and guidance to ensure the execution of the essential functions for the Town of Hampstead in the event that an emergency threatens or incapacitates operations and/or requires the relocation of selected personnel and functions.

III. Community Description

The Town of Hampstead is located in Rockingham County in the Southern portion of New Hampshire, 7 miles from the Massachusetts border. The Town also consists of the villages of East Hampstead and West Hampstead. Hampstead contains 13.4 square miles of land area and 0.7 square miles of inland water area. Hampstead is a rural community with a population, according to the 2018 Census estimate, of 8,657 residents.

Hampstead is governed by a 5-member Board of Selectmen with a fulltime Administrative Assistant and has an open form of Town Meeting. It is represented by U.S. Congress District 1, State Senate District 19 and Executive Council District 13.

Important elected Boards are Selectmen, Planning, Budget and School. Important appointed Boards are Conservation, Zoning and Recreation.

IV. Applicability and Scope

This COOP anticipates a crisis that would endanger the Town's Mission Essential Functions and services. The event might be caused by any natural disaster, accident, or terrorist act that significantly damages the infrastructure of the Town of Hampstead or impedes access to its daily operations. The Plan is applicable to all Town of Hampstead Departments and personnel. This COOP plan describes the actions that will be taken to activate operations capability immediately after an emergency event, and to sustain that capability indefinitely.

The COOP plan covers all facilities, systems, vehicles, equipment, personnel and buildings operated or maintained by the Town of Hampstead. The COOP plan supports the performance of essential functions from alternate locations (due to a primary facility becoming unusable, for long or short periods of time) and provides for continuity of

government in the event that senior management are unavailable. The Town of Hampstead also maintains close public/private partnerships with the Hampstead Area Water Company who maintains a continuity plan of their own.

The Town of Hampstead has several primary facilities that are essential to daily operations: Town Hall, Fire Department, Police Department, Highway Garage, Library and Transfer Station. If any of these facilities were substantially impacted, the COOP plan would need to be implemented.

The objectives of this Plan are as follows:

- Performance of essential functions no later than 12 hrs after activation of the COOP;
- Reduce disruptions to operations;
- Provide organizational and operational stability;
- Facilitate decision-making during an emergency;
- Achieve an orderly recovery from emergency operations; and
- Provide for the line of succession/continuity of government.

V. Mission Essential Functions and Supporting Activities

Mission Essential Functions (MEF) are defined as:

Missions of the Town that cannot be deferred during a disruption. These are activities that the Town performs and are directly related to its mission. Examples include:

- Response to Emergencies and Incidents
- Management of Federal Grants
- Department Specific Operations

Supporting Activities (SA) are defined as:

Supporting Activities (SA) that must be performed to ensure that the Mission Essential Functions (MEF) are performed. These are NOT the Town's overall mission, rather they are facilitating activities that enable the entity to perform the Mission Essential Functions. Examples include:

- Staff must be fed
- Security must be maintained
- Travel arrangements must be made
- Vehicles must be serviced
- Correspondence must be responded to

The Town of Hampstead has identified the Mission Essential Functions by area of responsibility within each Department. The following table summarizes the essential functions for all Town departments. *A complete description of all the essential functions and supporting activities can be found in Appendix B of this Plan.*

Table 1 – Mission Essential Functions and Supporting Activities	
Department	Mission Essential Functions and Supporting Activities
Board of Selectmen	Protection of life and property and instilling level of confidence to constituents.
	Decision making, emergency spending and executing emergency powers.
Building/Health/Code	Building Inspection.
	Permitting.
	Emergency inspection, electrical, plumbing, structural and private LP tanks.
	Provide environmental and public health services.
	Inspection of living conditions.
	Inspection of daycare, foster care and schools.
Emergency Management	Coordinate Town response to emergencies and disasters.
	Coordinate Public Information with Town Administrator.
	Liaison with local, State and federal government.
	Training and Exercises.
Finance Director	Accounting and cash management/Payroll.
	Manage IT Operations
Fire Department	Fire suppression.
	Emergency medical services.
	Hazardous Materials Response.
	Rescue Operations.
	Fire and Life Safety Inspections.
	Communications and Dispatch.
	Training for personnel.
Highway Department / Bldgs. and Grounds	Maintain roads, bridges, stormwater and flood control.
	Tree care and debris removal.
	Maintenance of all Highway vehicles.
	Waste Disposal
	Maintenance of town buildings and grounds.
Human Services	Contracted services to provide social services for residents.
Hampstead Public Library	Provide physical and virtual resources.
	Provide meeting spaces and access to internet services.
	Supplement support during emergencies to the public and to town officials.
	Provide programs and activities for the public.
	Source of information for the public.
	Maintenance of the building.
Police Department	Communications and Dispatch.
	Law enforcement and protection of life and property.
	Traffic control.
	Crime prevention.
Recreation Department	Records management & evidence.
	Coordinating recreational opportunities and community events for Hampstead citizens.

	Oversight of town recreation and town fields, town gym and beach maintenance.
Town Administrator	Administrative officer under the Board of Selectmen.
	Employee health/medical and personnel files.
	Risk Management (liability & workers comp).
	Public Information in coordination with the EOC.
Town Clerk/Tax Collector	Elections.
	Vital Records, Town records of minutes, titles/applications.
	Collection of motor vehicle and dog licensing.
	Billing and collection of property taxes.
Town Treasurer	Custodian of town money.

VI. Hazard Vulnerability Assessment

Hampstead is prone to a variety of man-made and natural hazards. These are summarized in the following table. Opportunities for mitigating these types of hazards are summarized in Appendix C.

Natural Hazards	Severity	Probability* In 25 years	Risk Severity x Probability
	Probability of death or injury, physical damage 0: n/a 1: Low 2: Moderate 3: High	Likelihood this will occur 0: Improbable 1: Remote 2: Occasional 3: Probable	0-3: Low 4-6: Moderate 7-10: High
Communications	3.5	3	10.5
Extreme Temps (hot/cold)	3.3	3	9.9
Wild/Forest Fire	3.3	3	9.9
Major Structure Fire	3	3	9
Fuel Shortage	3	3	9
Information Systems/Cyber Security	3	3	9
Food Supply/Storage	3	3	9
Hurricane	2.6	3	7.8
Severe Wind	2.6	3	7.8
Electrical Failure	2.5	3	7.5
Earthquake	3.6	2	7.2
Severe Winter Weather	2.3	3	6.9
Mass Casualty-Trauma	2.33	3	6.9
Plane Crash	3	2	6
Hazardous Material - Transport	2.6	2	5.2
Hazardous Material – Fixed	2.6	2	5.2

Natural Hazards	Severity	Probability* In 25 years	Risk Severity x Probability
	Probability of death or injury, physical damage 0: n/a 1: Low 2: Moderate 3: High	Likelihood this will occur 0: Improbable 1: Remote 2: Occasional 3: Probable	0-3: Low 4-6: Moderate 7-10: High
Lightning	1.6	3	4.8
Drought	2.3	2	4.6
Spill- Medium to Large area	2.33	2	4.6
Water Contamination	2.33	2	4.6
Flooding	2	2	4
Terrorism	3	1	3
Conflagration	3	1	3
Mass Casualty - Medical	1.33	2	2.6
HazMat – 6 or more victims	2.33	1	2.3

VII. Concept of Operations

GENERAL

Concept of Operations focuses on establishing emergency decision-making authority and defining a decision process for determining appropriate actions in implementing COOP plans and procedures. This section identifies how the Town shall address issues associated with notification and alert, and command and control.

LEADERSHIP

The Town Administrator is the Continuity of Operations Director (COOP) Director. In response to an incident that requires activation of this COOP, the COOP Director, or in his/her absence the EMD, Fire Chief or Police Chief will determine the extent of the emergency and activate the Plan accordingly. The extent of activation will be based upon, but not limited to the following:

- Communications and alerting to/from affected departments.
- Initial planning & information data (damage assessment) received from outside sources (i.e., local governments, public, news organizations, and Federal government).
- Pre-disaster response to emergency situations (i.e., hurricanes, winter storms, flooding potential, etc.).

KEY POSITIONS OF THE COOP

In the event of activation of this COOP, one or more Town Departments will become critical players in the implementation of this Plan. The COOP identifies a COOP Response Team

headed by the COOP Director and supported by individual Department COOP Coordinators. The following Hampstead Town Departments (and their respective Department COOP Coordinators) are included in the scope of this plan include:

Board of Selectmen	Human Services
Building/Health/Code	Library
Buildings and Grounds	Police Department
Emergency Management	Recreation Department
Finance	Tax Collector
Fire Department	Town Administrator
Hampstead Area Water Co.	Town Clerk
Health Officer	Town Treasurer
Highway Department	

COOP TEAM

In the event of activation of the COOP, a COOP response team has been identified. The primary COOP team members are the COOP Director and Department COOP Coordinators. To staff the COOP team, each Department has identified a COOP Coordinator to provide management and technical expertise necessary to establish critical functions within an acceptable timeframe after the emergency event.

COOP Director:

Implements the COOP plan;

Provides policy direction, guidance and objectives during implementation of the COOP plan;

Consults with and advises appropriate officials during implementation of the COOP plan; and

Serves as the principal municipal representative to external parties and groups during implementation of the COOP plan.

Department COOP Coordinators:

Serves as the Department's COOP plan point of contact and coordinates with the COOP Director;

Coordinates implementation of the COOP plan and initiates appropriate notifications inside and outside the department;

Aids COOP Team efforts at the alternate location;

Initiates recovery of the department;

Identifies essential functions to be performed when any part of the department is relocated;

Identifies those functions that can be deferred or temporarily terminated;

Designates personnel responsible to assist the key personnel arriving at the alternate facility;

Supports periodic coordination visits by departments; and

Coordinates appropriate lodging, food and other arrangements with the alternate facility location, if appropriate, for personnel who are not commuting and need to remain overnight near the alternate facility location.

ACTIVATION OF THE COOP

The COOP Plan is activated by the COOP Director, on his/her own discretion, or at the request of a Town Department. Activation can occur with or without warning and may be activated during duty or non-duty hours. The COOP will be activated at Partial Operational Level or Full Operational Level.

Table 3 - Operational Levels		
Category	Impact on Town	Decisions
Monitoring	Daily operations at normal staffing level.	None.
Partial	An actual event estimated to disrupt the operations of one or more essential functions .	Affected Department/s alerts Town Administrator and EMD. COOP Team members alerted and instructed on the partial implementation of the COOP plan. Implementation of the COOP plan approved by the COOP Director. Might require the mobilization of all resources. Might also require the activation of orders of succession. Might require the movement of some personnel to an alternate facility location for a period of time. Event requires command and control resources be applied to the issue.
Full	An actual event that significantly disrupts the operations of multiple essential functions .	Affected Department/s alerts the Town Administrator and EMD, elected officials and senior leadership. COOP Team members alerted and instructed on the full implementation of the COOP Plan. Could require activation of orders of succession. Could require the movement of a significant number of personnel to an alternate facility location. Event requires command and control resources be applied to the issue and might require the complete mobilization of all resources.

Activation with Warning: It is expected that, in some cases, the Town will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP plan with a complete and orderly alert, notification, and deployment of key personnel to an assembly site or pre-identified deployment location.

Activation without Warning: The ability to execute the COOP plan following an event that occurs with little or no warning will depend on the severity of the emergency and the number of personnel available.

NOTIFICATION PROCEDURES

1. The COOP Director (Town Administrator) will notify applicable Town staff.
2. The following individuals are authorized to activate the COOP:
 - Town Administrator
 - EMD
 - Fire Chief
 - Police Chief
3. Personnel contact information is managed and activated by EMD (via “I Am Responding”) for the notification of all Town personnel.

4. Notification may be made via personal contact or use of any available systems to include: telephone, cell phone, email, pager and radio.
5. Town staff will receive instructions regarding movement, reporting, and transportation details to an assembly site or a designated alternate facility. Staff will be instructed to either:
 - Standby for further information and instructions, or
 - Report to the primary work facility, or
 - Report immediately to an assembly site, or
 - Report immediately to the designated alternate facility.

INITIAL ACTIONS

Based on an assessment of the situation and circumstances of the event, the COOP Team will evaluate the impact on facilities and personnel. Town staff will be instructed to:

- Continue mission essential functions at the primary facility utilizing portions of this COOP plan as needed to resume normal operations, or
- Use a temporary assembly area or command post to continue mission essential functions as a transition to an alternate location, or
- Relocate mission essential functions to alternate location (see Appendix A for relocation checklists).

PROTECTIVE ACTIONS

For occupants of a structure to reduce their exposure to a hazard, protective actions must be started as soon as someone identifies a threat. In-place sheltering and evacuation are the main alternatives. In the case of smoke, fire, or an explosion directly impacting the dispatch room, an immediate evacuation may be in order. If a similarly contained, structural threat occurs nearby it might be better to stay put. Yet other sorts of threats (e.g. a release of a hazardous substance) require a decision: evacuate or shelter in place.

Evacuation

Occupants must promptly exit a structure when an incident threatens its integrity (e.g., fire, explosion). An interior release of noxious fumes or hazardous materials may also require an evacuation of all actually or potentially affected areas. During duty hours, employees and visitors must follow facility evacuation directions and implement relocation procedures.

Shelter in Place

Evacuation during incidents involving hazardous substances is sometimes but not always necessary, especially if the threat originates outside the structure. For releases that are outside the structure and/or short-term, occupants may be best directed to remain inside, with doors and windows closed and the heating or air conditioning system off. A decision to shelter in place rather than evacuate will be made by the agency director or the on-scene fire officer. On-duty personnel will implement the necessary HVAC procedures.

VIII. Alternate Facilities

The Town of Hampstead has several facilities that could be utilized as an alternate location facility for the various Town Departments. There are several facilities that could accommodate additional staffing Table 4 below identifies alternate facilities for each department.

Alternate Facilities													
Department	Town Hall	Fire Department	Police Department	Highway Garage	Transfer Station	Library	Mutual Aid	Remote/Telework	Meeting House	Civic Club	Historic Museum	Town Gym	Commercial/Retail Space
Town Office													
Board of Selectmen													
Building/Health/Code													
Finance													
Health Officer													
Human Resources		x	x			x		x	x	x	x	x	x
Recreation Department													
Town Administrator													
Tax Collector													
Town Clerk													
Town Treasurer													
Emergency Management		x	x				x						
Fire Department: Personnel				x	x		x						x
Fire Department: Apparatus				x	x		x						x
Highway Department		x			x		x						x
Library							x	x					x
Police Department: Personnel	x	x					x	x					
Police Department: Apparatus							x						

IX. Order of Succession / Continuity of Government

Orders of succession are provisions for the assumption of senior agency leadership positions during an emergency when the incumbents are unable or unavailable to execute their duties. They allow for an orderly and predefined transition of leadership. Developing orders of succession for key positions is intertwined with determining delegation of authority (see next section) in an emergency. Table 5 below identifies the order of succession for essential Town government positions.

Table 5 - Order of Succession / Continuity of Government			
Key Executive	1st Successor	2nd Successor	3rd Successor
Board of Selectmen, Chairman	Board of Selectmen	Board of Selectmen	Appointed by Superior Court
Building/Health/Code	Chief Building Official	Asst. Code Enforcement Officer	Assistant Code Official
Emergency Management Director	Deputy EMD	Town Administrator	Appointed by BOS
Finance Director	Town Administrator	Town Clerk	Appointment by BOS
Fire Chief	Deputy Chief	Captain	Lieutenant
Road Agent	Buildings & Ground Director	Full Time Employee	Full Time Employee
Human Services	Town Administrator	Finance	Board of Selectmen
Library Director	Assistant Director	IT Librarian	Youth Services Librarian
Police Chief	Deputy Chief	Lieutenant	Sargent
Recreation Director	Chairman Recreation Commission	Recreation Commission Member	Recreation Commission Member
Town Administrator	Finance Director	Chairman, Board of Selectmen	Municipal Resources Incorporated (MRI)
Town Clerk/Tax Collector	Deputy Town Clerk	Clerk	Appointed by Board of Selectmen
Town Treasurer	Assistant Town Treasurer	Appointed by Board of Selectmen	Appointed by Board of Selectmen

X. Delegation of Authority

Every employee is important to the achievement of the Town's mission. However, like critical systems, each essential function has associated key personnel and positions necessary for the continuity of operations. They represent strategic points in management and authority. If these positions are left unattended the essential function may not be

fulfilled. Delegations of Authority specify who is authorized to make decision or act on behalf of the department. The triggering conditions for implementing delegation of authority would be if the position holding authority is incapacitated or unavailable. The following table identifies a delegation of authority for each essential function:

Table 6 – Delegation of Authority			
Essential Function	Type of Authority	Position/s Holding Authority	Delegation to Position
Administration of Town Departments	Delegation from BOS	Town Administrator	Board of Selectmen
Appoint and remove employees	NH RSAs, Policy	Board of Selectmen	Board of Selectmen
Collect taxes	NH RSAs	Tax Collector	Deputy Town Clerk
Motor Vehicle and vital records	NH RSAs	Town Clerk	Deputy Town Clerk
Daily Banking & Electronic Payments	NH RSAs	Treasurer	Town Clerk/Deputy Treasurer
Election	NH RSAs and Town Ordinance	Town Clerk, Moderator	Deputy Town Clerk
EOC Operations	NH RSA 21-P34-39	EMD	Deputy EMD
Fire Operations	RSA 154 and Town Ordinance	Fire Chief	Deputy Chief
Inspection	State Building Code, Town Ordinances	Fire Chief	Chief Building Official
Law Enforcement/ Public Safety	RSA 105 and Town Ordinance	Police Chief	Deputy Chief
Payroll Processing	NH Department of Labor	Finance Director	Town Administrator
Personnel Benefits	Personnel Policy	Town Administrator	Finance Director
Public Information	Emergency Operations Plan	Town Administrator	EMD
Recreation Department	NH RSA	Recreation Director	Chairman Recreation Commission

Table 6 – Delegation of Authority			
Essential Function	Type of Authority	Position/s Holding Authority	Delegation to Position
Property Assessment	NH RSA	Town Assessor	Board of Selectmen
Public Works	RSA 231	Road Agent	Bldgs. & Ground Director
Water	Hampstead Area Water Co.	Superintendent	Assistant Supt.

XI. VITAL FILES, RECORDS AND DATABASES

The Town of Hampstead maintains computer servers, databases and records storage. Appendix B includes a detailed listing of these resources. The table below summarizes these files, records and databases.

Table 7 – Vital Files, Records & Databases			
Department	File/Record/Database	Form (hardcopy, digital, etc.)	Back-Up Location
Board of Selectmen	Administrative	Digital/Hardcopy	Server on the Cloud / None
Building /Health/Code	Administrative	Digital/Hardcopy	Server on the Cloud / None
Emergency Management	Administrative	Digital	Server on the Cloud
Finance	Administrative	Digital/Hardcopy	Server on the Cloud / None
Fire Department	Fire Incident Reports	Digital/Hardcopy	Server on the Cloud & State Fire Marshall
	Personnel Records	Hardcopy	Finance
	Personnel Training Records	Digital	Individuals
Highway Department/Bldgs. & Grounds	Administrative Records	Digital/Hardcopy	Server on the Cloud /None
Human Services	Administrative Records	Hardcopy	Community Health Services
Library	Print Resources	Hardcopy	State
	Administrative	Digital	Physical Back Up
Police Department	Administrative	Digital/Hardcopy	Removeable Back Up
	Criminal Records/Police Database	Digital/Hardcopy	Removeable Back Up

Table 7 – Vital Files, Records & Databases			
Department	File/Record/Database	Form (hardcopy, digital, etc.)	Back-Up Location
	Evidence	Physical	None
Recreation Department	Administrative	Digital/Hardcopy	Server on the Cloud / None
Town Administrator	Administrative	Digital	Server on the Cloud
Town Clerk/Tax Collector	Vital Records	Digital/Hardcopy	State of NH
	Town Meeting Minutes	Digital & Hardcopy for historical	Server on the Cloud
	Dog Registrations	Digital	Server on the Cloud
	Elections	Digital/Hardcopy	Server on the Cloud
Town Treasurer	Administrative	Digital	Server on the Cloud

XII. COOP Plan Maintenance

The COOP Director will conduct overall Plan review on an annual basis or as needed. The COOP Director may solicit input from all personnel and make appropriate revisions and updates. This COOP Plan will be reviewed and updated in accordance with the table below.

In addition, training and exercise programs, such as table top exercises and drills, will be employed to test the plan for accuracy, completeness, and understanding by Town staff and interoperability with supporting elements. After each hazard-specific exercise a critique should be held to allow participants to provide input into the development of an After-Action Report (AAR) that captures all recommended changes to existing policies, plans, and procedures/guides.

Table 8 - COOP Plan Maintenance		
Activity	Task	Frequency
Plan update and certification	<ul style="list-style-type: none"> Review Plan for accuracy. Incorporate lessons learned and changes in policy. Manage distribution of plan updates 	Annually
Maintain contact lists	<ul style="list-style-type: none"> Obtain names and contact information 	Annually or as needed
Checklists	<ul style="list-style-type: none"> Update and revise checklists Ensure annual update/validation 	Annually or as needed
Maintain alternate work site readiness	<ul style="list-style-type: none"> Check all systems Cycle supplies and equipment as needed 	Monthly
Monitor and maintain equipment at alternate sites	<ul style="list-style-type: none"> Train users and provide technical assistance. 	Semi-annually or as needed
Plan and conduct exercises	<ul style="list-style-type: none"> Conduct internal exercises (table top or drills) Conduct joint exercises with regional and/or state agencies. 	Annually

Appendix A: Alternate Facility/Relocation Checklist

These Job Action Sheets are intended to serve as a checklist for key Town of Hampstead personnel when the COOP is activated and relocation to an alternate facility is required.

Town Office Departments Relocation Checklist

Have you evaluated your operation and determined if you need to activate your alternate facility/location?	<input type="checkbox"/>
Notify COOP Director/Emergency Management Director of activation of COOP Plan.	<input type="checkbox"/>
Notify contacts at alternate facility of relocation to that facility.	<input type="checkbox"/>
Ensure the alternate facility/location is prepared for your relocation, including security measures?	<input type="checkbox"/>
Notify affected local, regional and state agencies listed in the table below, as necessary.	<input type="checkbox"/>
Coordinate with the COOP Director on notification of the general public, if necessary.	<input type="checkbox"/>
Instruct personnel to begin preparations for physical relocation.	<input type="checkbox"/>
Identify replacements for any missing personnel.	<input type="checkbox"/>
Assemble documents/equipment required for essential functions at alternate facility.	<input type="checkbox"/>
Gather the following documents/equipment:	<input type="checkbox"/>
Employee Roster and Contact Info	<input type="checkbox"/>
Personnel Accountability	<input type="checkbox"/>
Vital Records and Databases	<input type="checkbox"/>
Make arrangements for elections, as necessary	<input type="checkbox"/>
Establish Behavioral Support for employees as necessary	<input type="checkbox"/>
Laptops	<input type="checkbox"/>
Back up files for payroll processing	<input type="checkbox"/>
Office Supplies	<input type="checkbox"/>
Essential Functions Established in new facility:	<input type="checkbox"/>
IT/communications established	<input type="checkbox"/>
Order or locate additional equipment/supplies.	<input type="checkbox"/>
Transport via department owned vehicles, as available, documents and equipment to alternate facility.	<input type="checkbox"/>
Transfer phone numbers to alternate site, as necessary.	<input type="checkbox"/>
Transfer the performance of essential functions or activities to the alternate facility/location.	<input type="checkbox"/>
Secure the primary facility/location, including any equipment or vital records left behind.	<input type="checkbox"/>

Shut down HVAC systems, as appropriate	<input type="checkbox"/>
Implement Line of Succession / Delegation of Authority according to the COOP Plan.	<input type="checkbox"/>
	<input type="checkbox"/>

Fire Department Relocation Checklist

Have you evaluated your operation and determined if you need to activate your alternate facility/location?	<input type="checkbox"/>
Notify COOP Director/Emergency Management Director of activation of COOP Plan.	<input type="checkbox"/>
Notify contacts at alternate facility of relocation to that facility.	<input type="checkbox"/>
Ensure the alternate facility/location is prepared for your relocation, including security measures?	<input type="checkbox"/>
Notify affected local, regional and state agencies listed in the table below, as necessary.	<input type="checkbox"/>
Coordinate with the COOP Director on notification of the general public, if necessary.	<input type="checkbox"/>
Instruct personnel to begin preparations for physical relocation.	<input type="checkbox"/>
Identify replacements for any missing personnel.	<input type="checkbox"/>
Assemble documents/equipment required for essential functions at alternate facility.	<input type="checkbox"/>
Gather the following documents/equipment:	<input type="checkbox"/>
Runcards	<input type="checkbox"/>
Employee Roster and Contact Info	<input type="checkbox"/>
Personnel Accountability	<input type="checkbox"/>
Vital Records and Databases	<input type="checkbox"/>
Laptops	<input type="checkbox"/>
Information from County contact files	<input type="checkbox"/>
Cell Phone/s with charger:	<input type="checkbox"/>
Office Supplies	<input type="checkbox"/>
Establish Behavioral Support for employees as necessary	<input type="checkbox"/>
Essential Functions Established in new Facility:	<input type="checkbox"/>
Fire Suppression	<input type="checkbox"/>
EMS	<input type="checkbox"/>
Response to Motor Vehicle Accidents	<input type="checkbox"/>
Search and Rescue Operations	<input type="checkbox"/>
Radio Communications	<input type="checkbox"/>
Fire Apparatus	<input type="checkbox"/>

-
- Order or locate additional equipment/supplies.

 - Transport via department owned vehicles, as available, documents and equipment to alternate facility.

 - Transfer phone numbers to alternate site, as necessary.

 - Transfer the performance of essential functions or activities to the alternate facility/location.

 - Secure the primary facility/location, including any equipment or vital records left behind.

 - Shut down HVAC systems, as appropriate.

 - Implement Line of Succession / Delegation of Authority according to the COOP Plan.

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Police Department Relocation Checklist

Have you evaluated your operation and determined if you need to activate your alternate facility/location?	<input type="checkbox"/>
Notify COOP Director/Emergency Management Director of activation of COOP Plan.	<input type="checkbox"/>
Notify contacts at alternate facility of relocation to that facility.	<input type="checkbox"/>
Ensure the alternate facility/location is prepared for your relocation, including security measures?	<input type="checkbox"/>
Notify affected local, regional and state agencies listed in the table below, as necessary.	<input type="checkbox"/>
Coordinate with the COOP Director on notification of the general public, if necessary.	<input type="checkbox"/>
Instruct personnel to begin preparations for physical relocation.	<input type="checkbox"/>
Identify replacements for any missing LE or Dispatch personnel (notify TERT).	<input type="checkbox"/>
Assemble documents/equipment required for essential functions at alternate facility.	<input type="checkbox"/>
Gather the following documents/equipment:	<input type="checkbox"/>
Dispatch documents and software, etc.	<input type="checkbox"/>
Employee Roster and Contact Info	<input type="checkbox"/>
Personnel Accountability	<input type="checkbox"/>
Vital Records and Databases	<input type="checkbox"/>
Laptops	<input type="checkbox"/>
Information from County contact files	<input type="checkbox"/>
Cell Phone/s with charger	<input type="checkbox"/>
Office Supplies	<input type="checkbox"/>
Establish Behavioral Support for employees as necessary	<input type="checkbox"/>
Essential Functions Established in new facility:	<input type="checkbox"/>
Dispatching communications established	<input type="checkbox"/>
All Priority 1 Call responses established	<input type="checkbox"/>
Order or locate additional equipment/supplies.	<input type="checkbox"/>
Transport via department owned vehicles, as available, documents and equipment to alternate facility.	<input type="checkbox"/>
Transfer phone numbers to alternate site, as necessary.	<input type="checkbox"/>

Transfer the performance of essential functions or activities to the alternate facility/location.	<input type="checkbox"/>
Secure the primary facility/location, including any equipment or vital records left behind.	<input type="checkbox"/>
Shut down HVAC systems, as appropriate.	<input type="checkbox"/>
Implement Line of Succession / Delegation of Authority according to the COOP Plan.	<input type="checkbox"/>
	<input type="checkbox"/>

Highway Department Relocation Checklist

Have you evaluated your operation and determined if you need to activate your alternate facility/location?	<input type="checkbox"/>
Notify COOP Director/Emergency Management Director of activation of COOP Plan.	<input type="checkbox"/>
Notify contacts at alternate facility of relocation to that facility.	<input type="checkbox"/>
Ensure the alternate facility/location is prepared for your relocation, including security measures?	<input type="checkbox"/>
Notify affected local, regional and state agencies listed in the table below, as necessary.	<input type="checkbox"/>
Coordinate with the COOP Director on notification of the general public, if necessary.	<input type="checkbox"/>
Instruct personnel to begin preparations for physical relocation.	<input type="checkbox"/>
Identify replacements for any missing personnel.	<input type="checkbox"/>
Assemble documents/equipment required for essential functions at alternate facility.	<input type="checkbox"/>
Gather the following documents/equipment:	<input type="checkbox"/>
Employee Roster and Contact Info	<input type="checkbox"/>
Personnel Accountability	<input type="checkbox"/>
Vital Records and Databases	<input type="checkbox"/>
Laptops	<input type="checkbox"/>
Office Supplies	<input type="checkbox"/>
Establish Behavioral Support for employees as necessary	<input type="checkbox"/>
Essential Functions Established in new Facility:	<input type="checkbox"/>
Maintain roads, bridges, drainage & flood control	<input type="checkbox"/>
Communications/Repeaters	<input type="checkbox"/>
Buildings & Grounds	<input type="checkbox"/>
Vehicle Maintenance	<input type="checkbox"/>
Order or locate additional equipment/supplies.	<input type="checkbox"/>
Implement NH DPW Mutual Aid.	<input type="checkbox"/>
Transport via department owned vehicles, as available, documents and equipment to alternate facility.	<input type="checkbox"/>
Transfer phone numbers to alternate site, as necessary.	<input type="checkbox"/>
Secure the primary facility/location, including any equipment or vital records left behind.	<input type="checkbox"/>

Shut down HVAC systems, as appropriate.	<input type="checkbox"/>
Implement Line of Succession / Delegation of Authority according to the COOP Plan.	<input type="checkbox"/>
	<input type="checkbox"/>

Library Relocation Checklist

Have you evaluated your operation and determined if you need to activate your alternate facility/location?	<input type="checkbox"/>
Notify COOP Director/Emergency Management Director of activation of COOP Plan.	<input type="checkbox"/>
Notify contacts at alternate facility of relocation to that facility.	<input type="checkbox"/>
Ensure the alternate facility/location is prepared for your relocation, including security measures?	<input type="checkbox"/>
Notify affected local, regional and state agencies listed in the table below, as necessary.	<input type="checkbox"/>
Coordinate with the COOP Director on notification of the general public, if necessary.	<input type="checkbox"/>
Instruct personnel to begin preparations for physical relocation.	<input type="checkbox"/>
Identify replacements for any missing personnel.	<input type="checkbox"/>
Assemble documents/equipment required for essential functions at alternate facility.	<input type="checkbox"/>
Gather the following documents/equipment:	<input type="checkbox"/>
Employee Roster and Contact Info	<input type="checkbox"/>
Personnel Accountability	<input type="checkbox"/>
Vital Records and Databases for	<input type="checkbox"/>
Laptops	<input type="checkbox"/>
Office Supplies	<input type="checkbox"/>
Establish Behavioral Support for employees as necessary	<input type="checkbox"/>
Essential Functions Established in new facility:	<input type="checkbox"/>
IT/communications established	<input type="checkbox"/>
Order or locate additional equipment/supplies.	<input type="checkbox"/>
Transport via department owned vehicles, as available, documents and equipment to alternate facility.	<input type="checkbox"/>
Transfer phone numbers to alternate site, as necessary.	<input type="checkbox"/>
Transfer the performance of essential functions or activities to the alternate facility/location.	<input type="checkbox"/>
Secure the primary facility/location, including any equipment or vital records left behind.	<input type="checkbox"/>
Implement Line of Succession / Delegation of Authority according to the COOP Plan.	<input type="checkbox"/>
	<input type="checkbox"/>

Appendix B: Reconstitution Checklist

RECONSTITUTION Checklist

Has the executive decision been made to return to the primary facility/location?

Is the primary facility/location, or other temporary or permanent facility/location, prepared for your return, including security measures, water, electric power, heating, and air conditioning, etc.?

Have you notified:

 Alternate Facility/Location Point of Contact?

 Contingency Staff and other Departmental staff?

 Other Town departments, as appropriate?

 Other external organizations, as appropriate?

 General Public?

Have you provided instructions for resumption of normal functions?

Have you transported the following back to the primary facility/location:

 Vital records and databases

 Supporting communications

 Information Technology framework, as appropriate?

 Other necessary equipment?

Refer to the American Society of Heating, Refrigerating and Air-Conditioning Engineers guidelines for building reopening at:
<https://www.ashrae.org/file%20library/technical%20resources/covid-19/guidance-for-re-opening-buildings.pdf>

Have you transferred the performance of essential functions or activities back to the primary facility/location?

Have you secured the alternate facility/location or worked with the point of contact to secure the alternate facility/location?

Have you conducted an after action review to assess the performance of the essential functions at the alternate facility/location and prepared a remedial action plan to correct any areas of concern?

Appendix C: Essential Functions Summary

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
Board of Selectmen	Protection of life and property and instilling level of confidence to constituents.	The Board of Selectmen function as an executive branch and as agents to carry out the actions of the Town. Conduct emergency meetings and issue proclamations related to disasters.	X		Meeting space, Zoom, internet, phone, website	3	3	9
	Decision making, emergency spending and executing emergency powers.	Authorize emergency spending during emergency incidents.	X		Meeting space, Zoom, internet, phone, website	3	3	9
Building/Health/Code	Emergency inspection, electrical, plumbing, structural and private LP tanks.	Damage assessment and legal posted of condemned buildings	X		Vehicle, personnel (2.5 full time and office staff 2 PT), software that ties into assessing, computers, phone, internet, codes both digital and hardcopy, personal protective equipment.	3	3	9
	Building Inspection.	Inspection of new and existing buildings for code requirements.	X		Vehicle, personnel (2.5 full time and office staff 2 pt.), software that ties into assessing, computers, copier, phone, internet, codes both digital and hardcopy, personal protective equipment.	2	2	4
	Permitting.	Issue permits for building, electric, plumbing, septic and review building plans.	X		Personnel (2.5 full time and office staff 2 pt.), office space, copier, software that ties into assessing, computers, phone, internet, codes both digital and hardcopy, personal protective equipment, hardcopy Plans, scaled rulers, checklist.	2	2	4

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
	Provide environmental and public health services.	Inspection (septic, lead, asbestos, mold, air, town beach water testing and school) and education.	X		Vehicle, personnel (2.5 full time and office staff 2 pt.), software that ties into assessing, computers, phone, internet, codes both digital and hardcopy, personal protective equipment, testing supplies and dye.	2	2	4
	Inspection of living conditions.	On call inspections at multi-family dwellings/apartment for mold, odors, etc.; Septic failure inspections.	X		Vehicle, personnel, personal protective equipment, camera, RFP environmental.	2	2	4
	Inspection of daycare, foster care and schools.	Inspection of daycare and foster care to ensure adherence to rules and regulations.	X		Vehicle, personnel, computer, internet checklists.	1	2	2
Emergency Management	Coordinate Town response to emergencies and disasters.	Manage EOC operations.	X		EOC facility, internet, computer, phone, radio, EOC personnel, vehicle, plans and procedures (digital and hardcopy), WEbEOC	3	3	9
	Coordinate Public Information with Town Administrator.	Coordinate public information with Town Officials and authorize messaging.	X		EOC facility, internet, computer, phone, radio, EOC personnel, vehicle, plans and procedures (digital and hardcopy), emergency alerts on website and list serve, E911 Emergency Notification System, sign boards, WebEOC	3	3	9

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
	Liaison with local, State and federal government.	Coordinate with the State and local EOCs during EOC activation.	X		EOC facility, internet, computer, phone, radio, EOC personnel, vehicle, plans and procedures (digital and hardcopy), WebEOC	3	3	9
	Training and Exercises.	Coordinate training and exercising related to Emergency Management.		X	EOC facility, internet, computers, radio, EOC Personnel	2	1	2
Finance Director	Accounting and cash management/Payroll.	Implement accounts payable and receivable with review by Town Treasurer and Board of Selectmen. Process payroll (all in house).		X	Supplies, paper checks, printer/supplies, secondary printer/supplies, computers, internet, software, online banking and physical bank.	2	2	4
	Manage IT Operations	Coordinate IT functions for the town hall (other than police and fire and library) with outside contractor. Data is backed up off site in 2 locations (cloud and physical server at town hall) daily.	X		Stellar communications (Town Office and Highway), State of NH DoIT, Avitar, offsite backups.	2	2	4
Fire Department	Fire suppression.	Protection of property, provide fire suppression and respond to fire incidents and alarms.	X		Personnel, emergency vehicles and equipment, facilities and support services, mutual aid.	3	3	9
	Emergency medical services.	Protection of life, provide EMS services and transportation. Ambulance service is provided through Trinity EMS.	X		Personnel, emergency vehicles and equipment, facilities and support services, mutual aid, Trinity EMS.	3	3	9

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
	Hazardous Materials Response.	Respond to hazmat incidents, provide containment and ensure personal protective actions. Utilize mutual aid hazmat team.	X		Personnel, emergency vehicles and equipment, facilities and support services, mutual aid, South Eastern NH Haz Mat District	3	3	9
	Rescue Operations.	Fire Department has limited capability in house for technical rescue operations; call for mutual aid as necessary.	X		Personnel, emergency vehicles and equipment, facilities and support services, mutual aid.	3	3	9
	Communications and Dispatch.	Support Radio communications for fire personnel.	X		Portable/Mobile radios, Mobile Data Terminals, Londonderry Dispatch, Transfer Station back up system, Hampstead Fire base station/repeater, repeater system.	3	3	9
	Fire and Life Safety Inspections.	Inspection for NH Code enforcement and plan review for new or renovation of buildings, in coordination with Building Inspector	X		Personnel, emergency vehicles and equipment, rules and regulations.	2	2	4
	Training for personnel.	Provided training and maintain records of training for personnel.		X	Training records and training materials, NH Fire Standards and Training.	2	1	2
Highway Department / Bldgs. and Grounds	Maintain roads, bridges, stormwater and flood control.	Rebuilding and repaving roads, repair potholes, brush cutting, regular catch basin and culvert cleaning.	X		Trucks, Highway Garage, Backhoe, Loader, personnel (2 FT, 2 part time), sub-contractors, 12' trailer with road signage and barricades, electronic road signage, 2 portable generators, and generator at the garage.	3	3	9

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
	Tree care and debris removal.	Tree trimming maintenance on roadways. Debris removal after storm damage. Debris is removed to the transfer station.	X		Chipper, truck, transfer station, chainsaws, Eversource.	3	3	9
	Maintenance of all Highway vehicles.	Most maintenance is completed at town garage. Larger repairs and maintenance are provided by local auto shop facilities.	X		Highway garage, auto repair hand tools, diesel tank, gasoline at local store or NH DOT State shed.	2	2	4
	Waste Disposal	Transfer station takes in metal and bulky items. Pinard Waste provides residential trash pick up. Pinard also provide bulk pick up on the second Saturday of the month (April-Nov). Winfield Alloys provide metal pick up.		X	Transfer Station and shed, 3 shipping containers Buildings and Grounds Director, Pinard Waste and Winfield Alloys.	2	2	4
	Maintenance of town buildings and grounds.	Buildings and Grounds provides maintenance for all town facilities except the library. Provide snow removal, maintenance and repairs to buildings with larger repairs to be sub-contracted out.	X		Buildings & Grounds Director and 1 full time, 2 part time and seasonal workers, 2 trucks, hand tools, power tools, chainsaw, subcontractors	2	2	4
Human Services	Contracted services to provide social services for residents.	Town Administrator is the initial point of contact at town level and then utilizes Community Health Services for social services, as necessary.	X		Computer, Phone, Internet, Office space, CHS, Outside agencies.	3	2	6

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
Hampstead Public Library	Supplement support during emergencies to the public and to town officials.	Act as an alternate warming/cooling/charging shelter and act as an alternate location for town services that are affected by an incident.	X		Library building, internet, Wi-Fi, Computers, electricity, heat, air conditioning, charging station, meeting rooms. (note: currently no generator)	3	3	9
	Source of information for the public.	Provide information to the public on a daily basis, in addition to referring people to local and State resources.	X		Website, Social media, email news letters, paper new letters, bulletin boards, flyers, press releases.	3	3	9
	Maintenance of the building.	Coordinate maintenance services for the library building. Town Buildings and Grounds takes care of snow removal and lawn mowing.		X	Custodial staff, outside contractors.	2	3	6
	Provide physical and virtual resources.	Provide print, audio, video and virtual resources to all patrons. Provide assistance with access to resources.	X		Library building, internet, staff (3 ft and 11 pt.), electricity, heat, air conditioning, computers, print and physical materials, virtual materials.	2	2	4
	Provide meeting spaces and access to internet services.	Provide meeting spaces and internet/Wi-Fi access services to the public and organizations. Wi-Fi access is available from the parking lot.	X		Library building, internet, Wi-Fi, Computers, electricity, heat, air conditioning	2	1	2
	Provide programs and activities for the public.	Children's programs, literacy support, adult educational programing, entertainment activities and programs (movies, crafts, etc.) cooperative programs with other non-profits and tutoring sessions.		X	Supplies for programming, media equipment, meeting rooms, internet, computers, print materials.	1	1	1

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
Police Department	Communications and Dispatch.	Rockingham County provides local dispatching for police. Interoperability with surrounding towns, State Police, Fish and Game and other Local and State agencies. In addition, the Town has a Town frequency with interoperability with Police, Fire, and public works.	x		Cruiser radios, portable radios, cell phone, MDT internet/Wi-Fi, Rockingham Dispatch, Plaistow Dispatch is secondary	3	3	9
	Law enforcement and protection of life and property.	Maintain order, protect life and property with full-time and part-time officers. Provide security patrols for town facilities and schools; Assist citizens and businesses with police services as needed.	X		Vehicles, personnel 10ft and 8pt, 3 pt. dispatchers, cell phone, internet, computer, MDT, duty gear, radios/communications equipment, police building, IMC reporting system.	3	3	9
	Traffic control.	Provide traffic control during emergencies and critical incidents.	X		Vehicles, personnel, radios, traffic control devices, lighting.	3	3	9
	Crime prevention.	Day to day operations (fraud, schools, etc.) General patrols and officer presence, School Resource Officer, working civilian and business population.	X		On duty personnel, school resource officer, detective and patrol supervisors, social media.	3	3	9
	Records management & evidence.	Maintain administrative records through IMC (a criminal software package) and securing physical evidence at the Police Station. Personnel records maintained and secured with the Chief and Town Hall.	X		Computer, IMC software, internet, evidence room, Rockingham County impound yard.	3	2	3

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
Recreation Department	Coordinate recreational opportunities and community events for Hampstead citizens.	Provide recreational opportunities for all populations. Oversee parks, fields, town gym and beach.		X	Computer, internet, phone, sport supplies.	1	1	1
Town Administrator	Administrative officer under the Board of Selectmen.	Share information, follow policies in place and gather direction from the Board of Selectmen to carry out administrative functions, provide for the health and safety of the citizens and employees of the Town.	X		Office space, public meeting location, computer, laptop, internet, phone, digital files, software, plans and policies, town counsel.	3	3	9
	Public Information in coordination with the EOC.	Issue public information statements in coordination with the Emergency Management Director and the Emergency Operations Center (EOC).	X		Computer, internet, social media, press release, town website.	3	3	9
	Risk Management (liability & workers comp).	Reporting claims, property liability and workers compensation, in coordination with Finance.	X		Computer, internet, phone, Primex, NH Dept of Labor, NH Dept of Unemployment Compensation.	3	2	6
	Employee health/medical and personnel files.	Manage personnel records, health and medical care plans for town employees.		X	Computer, internet, hard copy files, HealthTrust online access.	1	1	1
Town Clerk/Tax Collector	Elections.	Supervision of local, state and federal elections. Maintaining checklists and ballots for elections.	x		Middle School, voting machine, paper ballots, paper ballots as back up with hand count, alternate location at Granit Rose as an outside business. Meetinghouse could be a backup location.	3	3	9

Department	Mission Essential Function	Function Description	MEF	ESA	Resources Required	Impact Score	RTO	COOP Score
	Collection of motor vehicle and dog licensing.	Collect and process motor vehicle title and registrations, process daily electronic transactions; issue dog licenses. Can't login anywhere...could ask another town to process or have a clerk go to another town and process at that town. In the past Sandown, Hampstead covered.	x		Computer, internet, firewall, decals (in fire proof safe), plates, supplies in secure location. Can do just town side of registration (without a firewall)and then client goes to the State DMV	2	2	4
	Vital Records, Town records of minutes, titles/applications.	Historical records, Town records, birth/death/ marriage certificates at the locked closet Town hall.	x		Older records in microfilm offsite. Many records are in the closet at TC office in town hall. Supplies, internet, computers, server back up through Stellar.	3	1	3
	Billing and collection of property taxes.	To complete the collection cycle of property tax, land use and timber bills and payments. Need access o server - but can do off site manually without server if necessary. Night drop for deposit at the bank.	x		Computer, server, cash, safe to secure cash, Bank. Basic receipts and office supplies.	3	2	3
Town Treasurer	Custodian of town money.	Disperse funds on order of the Selectmen. Balance, track deposits and expenditures out of town accounts.	x		Computer, internet, software, office supplies.	2	2	4

Appendix C: Mitigation Strategies

The following strategies are recommended by Hubbard Consulting LLC, with input from Town of Hampstead officials. It is recommended the Town implement these tactics, as finances and priorities allow, to lessen the impact of an emergency or disaster. This list is not an all-inclusive list.

Building/Health/Code:

- Look into cloud based / digitized records. Accessible off site.

Finance:

- ID secondary place and supplies for printing of checks.
- Look into digitizing personnel files/medical & health.

Fire:

- Addressing personnel shortages.
- Improve/expand facility space for personnel and equipment.

Library:

- Look into agreements with neighboring towns as a back up library.
- Archives: some is duplicated in the historical society. Some may be the only physical copy.
- Server is backed up physically now. Possibly investigate cloud backup.

Police:

- Maintain adequate staffing in public health incidents or other major disaster.

Highway Department:

- Addressing long term Personnel shortages

Town Clerk/Tax Collector:

- Purchase a water/fireproof vault

Town Administrator:

- Develop a Cyber Security Plan

Town Treasurer:

- Identify a deputy/secondary treasurer