

Guidance for County Emergency Management Agencies



**Maine Emergency Management County Directors
Council
January 2018**

Welcome to the County EMA Community!!

This guidance was recommended by County EMA Directors to ensure all new EMA staff had guidance to help understand what exactly it is we do and how we do it, especially when you're new to the job. This certainly doesn't cover everything we do, just the major items. Remember to include "whole community" in all your planning efforts as well as your trainings and exercises. This booklet is for guidance only and is here to help and support your emergency management activities in your County. Every County does things a little differently so be sure to check with a County Director on different options.

Refer to MEMA's finance guidebook for administrative guidance and how to's when it pertains to the EMPG grant, Homeland Security Grant and policies, procurement procedures, Web EOC training, etc. There are copies of sample documents at the end of this guide to help you along the way.

If there are any questions about this guidance, please direct them to the County Directors Council or ask any County EMA Director. All County Directors are here to help and support you as well so do not hesitate to ask!!

TABLE OF CONTENTS

1.	Legal Authority for Emergency Management	4
	State Laws Affecting County and Local Jurisdictions	
	Federal Laws Affecting County and Local Jurisdictions	
2.	Emergency Management Agency Organization	9
3.	County EMA Director's Roles and Responsibilities	11
4.	The Planning Process	14
	Planning Elements	
	Exercising the Plan	
	Critical Infrastructure Chart	
5.	Response Operations	20
	Emergency Response Organizations	
	County Director's Checklist	
6a.	Form 7 & Initial Damage Assessment	28
6b.	Disaster Assistance	31
7.	Hazard Mitigation	35
8.	Training	37
9.	EMA Reporting Forms:	39
	Situation Reporting Form	
	Resource Request Form	
	Generator Request Form	
	Damage Assessment Form 7	
	& Instructions	
	County EMAs List/Phone Numbers	

INTRODUCTION

The purpose of this guidebook is to familiarize newly appointed County Emergency Management staff with the duties of his/her job. This guide will also acquaint staff with the expectations that others will have. We hope that the director will find this guidebook helpful, and that it improves the ability to coordinate the county's emergency mitigation, preparedness, response, and recovery in times of disasters.

This guidance will also help coordinate the development of written procedures that will be collectively produced and agreed to by all the emergency response groups which operate within the county. These written procedures will form the nucleus of the county's emergency operations plan (EOP). This plan, when used in conjunction with the other emergency plans within Maine, will lead to a more effective system of protecting our citizens from the many hazards that adversely affect the State.

According to Maine's Emergency Management Statute (MRSA 37-B, Chapter 13) each municipality and county must have an emergency management program that consists of an Emergency Management Director, a disaster plan approved by the County Commissioners, and Mutual Aid agreements with other Emergency Response Agencies, both public and private, as necessary for reciprocal aid in case of a disaster too great to be dealt with unassisted.

The importance of an emergency management program becomes apparent during times of emergency. After a disaster has happened it is too late to write comprehensive plans, train personnel, or establish complex emergency communications systems.

No area in Maine is immune from severe weather, large fires, mass fatality incidents, or hazardous materials spills. The emergency management program represents insurance to the county. It protects the county and its citizens when disasters strike by ensuring that all emergency response groups know which jobs they are expected to fulfill. Emergency management also reduces the elected official's liability for inappropriate response during times of disasters. The investment that the elected officials make now to strengthen the county's emergency management capability will be repaid many times over.

Anyone who may have questions or comments about the topics included in this guidebook should contact the Maine Emergency Management County Directors Council.

1. LEGAL AUTHORITY FOR EMERGENCY MANAGEMENT

Historical Perspective: The concept of emergency management as an integral part of government's public safety services evolved in the 1970s. Forward-thinking public administrators discovered that there are common emergency response functions that have to be performed in all technological and natural disasters. Until that time, federal grants had provided capabilities for emergency communication, direction and control, warning, evacuation, and sheltering through civil defense programs designed for use during a nuclear attack. It became apparent that using these procedures during natural or technological disasters/emergencies provided a faster, more efficient, and predictable response.

The Maine Emergency Management Agency was established in 1949 as the Maine Civil Defense and Public Safety Agency. In 1972 the agency's name was changed to the Bureau of Civil Emergency Preparedness. Public Law Chapter 370, redesignated the Bureau of Civil Emergency Preparedness as the Maine Emergency Management Agency effective September 29, 1987. Maine's Law governing this agency is MRSA 37-B, Chapter 13.

- The chapter in Title 37-B that applies most to elected officials is Subchapter III, Section 781, "Municipal, county and regional agencies". It specifies the need for an agency responsible for disaster preparedness and the coordination of disaster response. It also ensures that the county emergency management agency will receive support from the municipalities within its jurisdiction.
- Interjurisdictional and regional agencies, other than counties, are also defined. They are also under the authority of the MEMA Director to oversee and approve.
- Authority for emergency management in Maine comes from the Maine Civil Emergency Preparedness Act (MRSA Title 37-B, Chapter 13). The law addresses the requirements of local and county Emergency Management programs. Directors should have a working knowledge of the laws and other documents which affect their agency. (See Appendices F and G). Each County EMA Director is appointed by and responsible to his or her respective Board of County Commissioners.

Emergency Management activities in the State are coordinated by the Director of the Maine Emergency Management Agency (MEMA) along with each County EMA Director.

Maine's Emergency Management Law:

Title 37-B specifies the emergency powers granted to the Governor, such as declarations of emergency, activation of the National Guard, and the ability to commandeer private or public property. The Governor's authorities to prepare a comprehensive plan; establish an EMA program at the state level; coordinate the emergency planning of the local political subdivisions of the State (including setting the format for those plans); institute training programs; provide emergency public information; and to activate State and local emergency

plans are all delegated to the MEMA Director. MEMA also activates and coordinates the running of the State Emergency Operations Center (EOC). The State EOC is staffed by representatives from State agencies, private response agencies, volunteers, and the full-time MEMA staff.

FEDERAL LAWS AFFECTING LOCAL JURISDICTIONS: There are several federal laws that affect county and local government and have the EMA organizations as the focus. Primary among these are:

- The Federal Civil Defense Act of 1950, as amended;
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 100-707);
- The Emergency Planning and Community Right-to-Know Act of 1986 (P.L. 99-499).

While each law was designed for different purposes, all three presume an active emergency management capability at all levels of government. Additionally, all three emphasize the need for emergency planning before a disaster occurs.

The **Federal Civil Defense Act** was originally designed as war-preparedness legislation which required each state and municipality to have an emergency plan and a civil defense director. Under this law, the Congress has appropriated monies to pay for the program through the years. The amount of money appropriated has varied and, at times, there has been money to buy supplies and equipment, build operating centers, and hire staff.

When the law was amended in 1981 to allow for an "all-hazards" approach to emergency management, the flow of monies slowed but did not stop. Even today, federal funds support EMA training and up to half of the salary of county EMA Directors and staff.

To receive this matching money each county contracts with the Federal Government through the State to accomplish certain actions in the forthcoming year. (See Appendix C)

As defined in the law, the purpose of the civil defense (or emergency management) program is to: 1) minimize the effects of disasters, 2) respond to emergency conditions, and 3) repair and restore vital infrastructure and utilities. These goals are met by identifying hazards, analyzing capabilities, and planning a comprehensive response. The law places responsibility for this preparedness jointly on federal, state, and local (including county) government.

The **Robert T. Stafford Disaster Relief and Emergency Management Assistance Act** provides for federal assistance after a disaster. It provides for the declaration of a disaster by the President, the appointment of coordinating officers, and the utilization of federal resources in the disaster area. The law directs the President to assist states in developing plans and preparing programs for disaster response and mitigation.

The Stafford Act has public and private provisions.

The private provisions include sections of the law to provide federal assistance for individuals, families, and businesses affected by the disaster.

All of the above is dependent on a Presidential Disaster Declaration, and on appropriate demonstration of need. When the disaster does strike, federal and state staff will conduct preliminary damage assessments for Public Damage and Individual Damages. See Form 7 Annex & Damage Assessments for more information.

P.L. 99-499, Title III of the Superfund Amendment Reauthorization Act of 1986 (SARA), also known as the **Emergency Planning and Community Right-to-Know Act (EPCRA)** was designed to combat only one specific type of disaster: hazardous materials. The law has several provisions, including requirements for reporting releases of chemicals and requirements for the protection of responders. The EPCRA section relating to emergency planning and community right-to-know has the greatest impact on county government.

EPCRA requires every facility, public or private, which routinely has on hand more than a "threshold quantity" of certain acutely hazardous chemicals (Two levels: The most hazardous designated as *Extremely Hazardous Substances* or EHS; and the less dangerous *Hazardous Chemicals*) to report the name, amount, and location of the chemical to all levels of government. This requirement may impact municipal swimming pools and waste treatment plants, in addition to most industrial facilities in the state. Facilities with reportable quantities of EHSs must also develop an on-site emergency response plan. If there are EHS reporting facilities in the county, the EOP should be coordinated with their on-site plans.

EPCRA directed the states to appoint "local emergency planning committees" to receive the information from facilities and to develop an off-site emergency plan that includes every facility that reported having quantities of extremely hazardous substances and community response capabilities. In Maine, each county was designated a local emergency planning committee (LEPC) district.

The activities of the LEPC are overseen by the State Emergency Response Commission (SERC) which is chaired by the Director of MEMA. EPCRA creates a strong working relationship between business and industry and the State, its counties, and municipalities to protect our citizens from the dangers of hazardous materials.

The Governor created the State Emergency Response Commission (SERC) in April of 1987. SERC's purpose is to coordinate the state's planning and preparedness activities for hazardous materials compliance with Title III of the Federal Superfund Amendments and Reauthorization Act of 1986 (SARA). SERC established the formation of sixteen county-based Local Emergency Planning Committees (LEPCs) to carry out local government's SARA mandated responsibilities.

The Law requires the LEPCs to develop emergency response plans for local response to accidents at facilities which contain extremely hazardous substances. The committees are

made up of elected officials, members of emergency response groups, industry representatives, and other concerned citizens who are responsible not only for planning but also for providing information on chemical hazards to the citizens of each county.

National Flood Insurance Act of 1968, Public Law 90-448, as amended by the Flood Disaster

Protection Act of 1973, PL-93-234. This program is administered in Maine by the State Planning Office.

Flood Insurance Rules and Regulations, Federal Emergency Management Agency, 44 CFR.

Hazardous Material Training Requirements, Emergency Responders Final Rule, OSHA, 29 CFR 1910.120 (effective March 1990) and Environmental Protection Agency (EPA) 40 CFR Part 311.

2. EMERGENCY MANAGEMENT AGENCY ORGANIZATION

Maine has 482 local jurisdictions and 16 counties, all of which have the requirement to appoint an Emergency Management Agency Director/liaison. At any level, the EMA Director's duties are to oversee planning, training, and preparing for emergency response during non-disaster times, and to act as the coordinator in the Emergency Operations Center during disasters. The responsibilities placed on this individual are great. The EMA Director is the primary agent for the elected officials during disasters, and correctly trained, is an invaluable resource when disaster strikes.

In most local municipalities, the EMA Director is either a volunteer, or a full-time employee assigned the role of EMA Director in addition to their other daily duties. The County EMA Director serves as a link between the local jurisdictions and the State for both the collection and the dissemination of information throughout the disaster. Considering his importance to the county, it is crucial that the right person is selected for the job.

Emergency Management Agency organizations vary widely depending on hazards, population, geographic size, and available funding. Emergency management responsibilities are shared by all levels of government. Local and County government are the front line of the emergency management organization. The EMA organization is not a replacement for the police, fire, ambulance, Red Cross, or other emergency response groups. Emergency Management Agencies may coordinate response and recovery efforts during emergencies/events.

In Maine, the County Emergency Management Agency coordinates emergency response when an event or disaster extends beyond the normal mutual aid boundaries of the affected community, or when resources are exhausted. County Directors provide guidance, planning models, home study courses, and workshops on emergency management to the local communities and their own EMA staff. The County Director also hosts periodic Local EMA Director Meetings to keep the local directors provided with up-to-date information.

The County EMA Director is one of the few officials authorized to access the Emergency Alerting System. (See the MEMA Communications Officer to be briefed on current procedures.)

Emergency response is handled at the lowest level of government possible. The law requires the political subdivisions of the State to use all their available resources to the maximum extent possible to minimize loss of life and damages to public and private property in an emergency. When the resources of local government, the private sector, and volunteer agencies are inadequate, or it is evident they will be exhausted, a request for assistance is made through the community's normal mutual aid avenues. When these resources are also exhausted, the County EMA Director is notified and a request for additional aid is made to meet any unmet needs. The Director also coordinates interjurisdictional assistance, and oversees the distribution of county-owned or controlled resources. If the emergency is beyond the capabilities of both the locals and county involved, the County Director contacts the Maine Emergency Management Agency (MEMA) with requests for State assistance. The County Director verifies, quantifies, and qualifies all resource requests before relaying the request to the State EOC. The County EMA Director keeps the State EOC apprised of the status of resource needs occurring in his county throughout this process. This allows the State EOC to be ready for possible requests for

assistance.

MEMA maintains an Emergency Operations Center (EOC) and has a full-time staff. MEMA coordinates the allocation of State resources and may coordinate activities between counties. In an emergency, representatives of key response agencies meet in the State Emergency Operations Center (EOC). If the Governor declares that a *state of emergency* exists, additional State resources become available. When these resources, combined with the local and county resources, are inadequate, MEMA requests assistance from neighboring states and/or the Federal Emergency Management Agency (FEMA).

FEMA provides day-to-day guidance and assistance to the State. In an emergency FEMA personnel can assist with coordination of resources from other States and development of a request for a Presidential Declaration of Disaster. Following a declaration, they work with the State in the delivery of recovery assistance.

All County EMAs have developed mutual aid agreements with neighboring counties for the sharing of EMA personnel, and sometimes other resources, during emergencies. Check with neighboring county directors to get a copy of any mutual aid agreements currently in effect.

The County EMA Directors in Maine have joined together to form a County Directors' Council. This group meets periodically throughout the year to work on issues common to all County EMAs. The Directors Council has also developed a certification program for Emergency Managers in Maine. This peer review consists of an evaluation of the applicant's Work History/Experience, References and Recommendations, Training, and Contribution to Profession. To apply, contact any member of the County Directors' Council.

3. COUNTY EMA DIRECTOR'S ROLES AND RESPONSIBILITIES

County EMA Staff work for and are responsible to the Board of County Commissioners.

The duties and responsibilities of EMA Directors are outlined in Title 37-B and are summarized as follows:

1. A director must be appointed for each EMA. A director of an EMA may not be at the same time an executive officer or member of the executive body of a municipality or interjurisdictional or regional agency of the State or a county commissioner. The county commissioners shall appoint the director of that county's EMA. A director may be removed by the appointing authority for cause.
2. The nomination of the Director of a regional EMA, if applicable, shall be approved/disapproved by the MEMA Director. (37B §782 para. 3)
3. All County Directors meet annually with the MEMA Director to review current year performances and set goals and objectives for the upcoming year.
4. Each County EMA will prepare and keep a current disaster emergency plan for their area. That plan will include without limitation:
 - An identification of disasters to which the jurisdiction is or may be vulnerable to, specifically indicating the areas most likely to be affected;
 - Actions to minimize damage;
 - Identification of personnel, equipment, and supplies required to implement the preceding actions, to include procedures for accessing these resources;
 - Recommendations to appropriate public and private agencies of all preventive measures found reasonable in light of risk and cost; and
 - Planning efforts should include all key stakeholders and be coordinated with the hospitals in their jurisdictions. (Although not defined by law, we recommend planning be coordinated with airports, major private industries, and volunteer agencies such as the Red Cross.)
5. The County EMA shall, in collaboration with other public and private agencies within the State, develop or cause to be developed mutual aid arrangements for reciprocal EMA aid and assistance in case of a disaster too great to be dealt with unassisted. These arrangements shall be consistent with the state EMA program. In time of emergency it shall be the duty of each EMA to render aid in accordance with these agreements.

State law also says that each County/Regional EMA organization will receive the support and cooperation of the municipalities within its jurisdiction. (Chapter 13, Title 37B §781,

paragraph 2.)

Profile of the Director: To be effective in the position, the Emergency Management Director must be an effective manager. He/She should have the respect of the various emergency response groups (fire, police, emergency medical, Red Cross, media representatives, etc.). He/She must be able to rally the total resources within the county into a coordinated, concerted action to bring about an effective response to an emergency. Without this leadership ability, any person designated as an Emergency Management Director will have an impossible task.

A person selected as the EMA Director must have planning and training abilities. S/He must be able to coordinate the development of an emergency operations plan, and to coordinate the training and exercising necessary to ensure that the operations plan is a workable document.

Finally, the Director must possess administrative abilities. In the development of the plan, the conduct of the training necessary to carry out the plan, and in responding to an emergency, a director must constantly manage administrative work. Documentation of each step of the crisis situation, and the submission of status reports to the elected officials, department heads, and the next higher level of government, is a critical responsibility of the EMA Director. Failure to report properly and quickly may result in an ineffective emergency response and in the failure of the jurisdiction to receive federal aid to rebuild adequately after the disaster. The collection of damage assessment data and the subsequent reporting is also a key part of the administrative process the director must carry out.

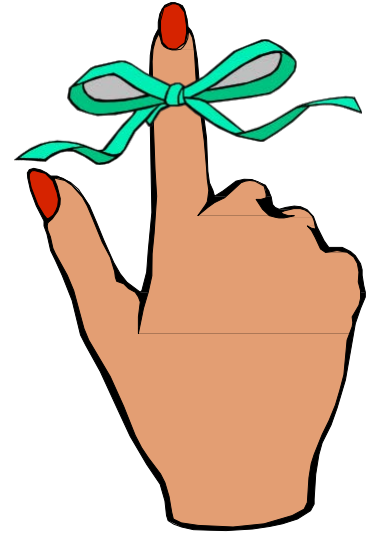
An emergency management director may serve as the *direct representative of the elected officials* during any major emergencies or disasters. The Elected Officials have the ultimate responsibility for the health, safety, and welfare of the jurisdiction, and the ultimate responsibility for the actions of subordinates.

During non-disaster periods, the Director will be active keeping the county plan up-to-date; establishing working relationships with EMA Directors from the county's local communities, emergency response organizations, the county LEPC, and the media; working on SOPs and mutual aid agreements; planning and coordinating emergency response exercises; and assuring that all staff, local EMA Directors, and emergency responders are adequately trained.

Here are a few additional things for the County Director to remember:

- Do give everyone the same sheet of music—a plan.
- Do give the team adequate communications equipment.
- Do give the team an adequate place to work from to support the decision makers.
- Do give the team periodic training.

An ongoing active EMA program will reflect the level of the County Commissioner’s interest in public safety, and will result in what we all want—better protection for the lives and property of our citizens.



4. PLANNING

Effective emergency management in any county is based on the ability to address a potential disaster in a preplanned, organized, predictable, and professional manner. The key to this ability is the emergency operations plan (EOP). Experience has proven that having a plan in place and having the principal players familiar with the plan saves time, saves resources, and ultimately saves lives. The time to determine evacuation routes, resolve conflict between responders, and identify sources for needed resources is in a "low stress" period when it can be done correctly, NOT in the middle of a disaster.

Help is available from the State in the form of technical guidance, plan models, and training courses. Even with these aids, writing an emergency operations plan is not a simple process. The emergency manager must go through a series of steps to develop a plan that will suit the needs of the county. Additionally, FEMA has provided guidance for the development of emergency plans in State and Local Guide (SLG) 101, *GUIDE FOR ALL-HAZARD EMERGENCY OPERATIONS PLANNING*.

The first step is assembling a planning team. This group helps the EMA Director gather information for the plan and helps to put current response procedures into a written form. This team would have at least one member of each emergency response group serving the county and community emergency response representatives. Any organization or person that is assigned a task in the emergency plan should be invited to sit on the planning team when work is being done on sections that apply to its organization, i.e., the local Red Cross Chapter and School District when the Shelter Annex is being developed, etc.

Different levels of emergency planning have already occurred in each county of the State. The first job of the planning team will be to research and evaluate the condition and currency of the existing county plan.

The EMA Director is responsible for keeping the planning team on track, assigning and collecting information from the members, and overseeing the production of the plan. Having all response agencies take part in the development of the plan assures support and use of the plan.

The next step is completing a hazard identification. This process involves looking at as many types of hazards as possible, and targeting those hazards that could occur in the county with damage to property or harm to citizens. These targeted hazards are defined as "significant" for the county and the response to these hazards is what the emergency plan is based on. MEMA has produced a workbook to help in the completion of a thorough hazard assessment. The use of this workbook provides a common base for performing the analysis, and ensures uniformity throughout the assessment process. **This step must be completed each time you are updating an existing plan.**

In determining its vulnerability to hazards, the EMA Director should consider more than the obvious risks to lives and property. Businesses, jobs, and tax revenues may also be at risk.

The county and local municipalities must be prepared to bear added cleanup and repair costs, since even if disaster funds are received, these costs are not fully reimbursable under federal disaster relief programs.

Critical Infrastructure and vulnerable populations can be identified in vulnerability descriptions and their locations shown on the hazard maps. Some important **special needs** classifications to consider are:

PEOPLE		PROPERTY	
At home:	Aged	Critical Infrastructure	Emergency
	Children		Facilities
	Non-English Speaking		Transportation Systems
	Individuals with Disabilities		Hospitals
Facilities:	Schools & Day Care		Utilities
	Health Care/Intensive Care		Dams
	Prisons/Early Release Ctrs		Residences (Dormitory, Elder, etc.)
	Residential Care		Stores and Warehouses
	Nursing/Boarding		Offices and Factories
In Transit			Business/Government
At Work			Inventories
			Farm Crops
			Shopping Malls
			Schools

Once the hazard analysis has been completed, the resources that would be needed to respond to the known risks must be identified, compiled, and listed. These critical emergency response resources include personnel, special structures, equipment, and supplies. These resources may belong to government, business, fraternal, or public service groups. Developing a resource list with input from all sectors of the county is essential to the planning process. Knowing what resources are available during an emergency allows the EMA Director to complete a **capability assessment** for his county.

Deficiencies can be cataloged, and sources capable of furnishing these **unmet needs** can also be identified in a pre-disaster period. County and local governments do not usually have the capabilities to meet all needs; effective response must be a coordinated effort

between the private and public sectors as well as involvement from the county, state, and federal governments. The County Emergency Management Director is the catalyst that brings all of the elements of the county together to plan for unmet needs, commit available resources logically, and coordinate resources during all the phases of a disaster.

After these jobs are completed the actual planning can then begin. Experience has shown that the most effective plans are ones that are organized using a "functional" approach. A "function" in emergency management is a job that must be done. Some of these functions are sheltering, evacuation, direction and control, alerting and warning, etc. Each function will have its own annex to the EOP. If a hazard requires differing actions than would usually be done, then those actions would be listed in a short hazard specific appendix to the annex. Maine agrees with the federal government that functional planning is the most practical and involves the least amount of repetition.

Additionally, the plan must include a "promulgation statement". This is a letter in which the County Commissioners state that this plan is the recognized and approved plan for the county and that all county personnel will follow it. The members of the Board of County Commissioners and the Director of EMA will also sign an approval page at the front of the plan.

Make sure all County approved plans are forwarded to MEMA. The plan must be periodically reviewed to ensure that circumstances haven't changed, or that there weren't omissions made when the plan was written. Often these areas of the plan are discovered during emergency management exercises or during actual emergency operations.

Planning elements

MEMA recommends that these EOPs contain descriptive information and assign responsibility for each element of emergency planning. These elements are:

Basic Plan: This is an overview of Emergency Management functions. It includes the Hazard Vulnerability Assessment Report that details the hazards which threaten the county.

Functional Sections or Annexes: Each should describe generically how these functions are performed in the community.

- **Alerting and Warning:** How the responders and public are notified.
- **Direction and Control:** Who is in charge and how the response is controlled.
- **Emergency Services:** A description of Emergency Services available within the county and from mutual aid or contract groups.
- **Emergency Public Information:** Procedures and public safety information

that must be communicated to the public in an emergency.

- **Evacuation:** Information and procedures to move citizens out of areas of potential impact.
- **Shelter:** Where citizens go in an emergency; procedures used to set up and maintain the facility.
- **Resource Management:** A listing of equipment and other assets needed during an emergency, and the procedures for their distribution.
- **Radiological Protection:** How to respond to an incident involving radioactive material; the source could be a fixed facility such as a hospital, or a transportation accident.
- **Damage Assessment:** How information about the cost of the damage incurred in an emergency is collected and reported.
- **Disaster Assistance:** How applications are made for assistance, and how assistance is distributed to victims.
- **Hazard Mitigation:** How damage from expected emergencies, identified in the basic plan, can be minimized or eliminated.

Any special requirements for a particular hazard should be addressed in **Hazard Specific Appendices** that are attached to each annex.

County EMA staff shall follow CPG-101, The Development & Maintenance of EOPs as their planning guide. The model can be easily adapted for use at the local level which outlines functional EOP format and structures.

Every plan in the State should be reviewed and updated by the jurisdiction's EMA Director annually, and fully updated at least every four years. A plan should be re-promulgated and signed whenever a majority of the governing body or department heads have changed.

Exercising the Plan

Completed plans should be tested on a regular basis. The emergency response agencies and hospitals, airports, some HazMat facilities, and other special needs facilities in the County also have exercising requirements for their certification. The coordination of these exercises so that as many requirements as possible are met with each exercise will save valuable time, money, and resources.

Emergency Management exercises are used:

- to promote preparedness;
- test or evaluate emergency operations, policies, plans, procedures, or facilities;
- train personnel in emergency response duties; and
- demonstrate operational capability.

Exercises consist of the performance of duties, tasks, or operations similar to the way they would be performed in a real emergency. However, the exercise performance is in response to a simulated event.

Critiques of the exercise often result in the necessity to modify sections of the plan.

Help is available from the State and other County EMA staffs in developing, designing, executing, and evaluating exercises however; all exercises should follow the HSEEP guidelines in your County. For additional information see the MEMA Exercise Coordinator.



MAINE CRITICAL INFRASTRUCTURE



NUCLEAR REACTORS, MATERIALS AND WASTE SECTOR

- Nuclear power plants
- Non-power nuclear reactors used for research, testing, and training
- Manufacturers of nuclear reactors or components
- Radioactive materials used primarily in medical, industrial, and academic settings
- Nuclear fuel cycle facilities
- Decommissioned nuclear power reactors
- Transportation, storage, and disposal of nuclear and radioactive waste



EMERGENCY SERVICES SECTOR

- Law Enforcement
- Fire and Emergency Services
- Emergency Management
- Emergency Medical Services
- Public Works
- Hazardous Materials
- Search and Rescue
- Hazardous Devices Team/Public Safety Bomb Disposal
- Tactical Teams (i.e., SWAT)
- Aviation Units (i.e., police and medevac helicopters)
- Public Safety Answering Points (i.e., 9-1-1 call centers)



ENERGY SECTOR

Without a stable energy supply, health and welfare are threatened, and the U.S. economy cannot function. It provides an "enabling function" across all critical infrastructure sectors.

- The energy infrastructure is divided into three interrelated segments:
- Electricity
 - Oil
 - Natural gas



HEALTH CARE / PUBLIC HEALTH SECTOR

- Direct Patient Care
- CDC
- Pharmacies
- Laboratories
- HIT



DEFENSE INDUSTRIAL BASE SECTOR

The sector provides products and services that are essential to mobilize, deploy, and sustain military operations.

Includes domestic and foreign entities, with production assets located in many countries. The sector provides products and services that are essential to mobilize, deploy, and sustain military operations.



COMMUNICATIONS SECTOR

An interconnected industry using terrestrial, satellite, and wireless transmission systems.

The transmission of these services has become interconnected; satellite, wireless, and wireline providers depend on each other to carry and terminate their traffic and companies routinely share facilities and technology to ensure interoperability.



CHEMICAL SECTOR

The majority of Chemical Sector facilities are privately owned.

- The sector can be divided into five main segments, based on the end product produced:
- Basic chemicals
 - Specialty chemicals
 - Agricultural chemicals
 - Pharmaceuticals
 - Consumer products



TRANSPORTATION SECTOR

- Aviation
- Highway and Motor Carrier
- Maritime Transportation System
- Mass Transit and Passenger Rail
- Pipeline Systems
- Freight Rail
- Postal and Shipping



WATER/WASTE WATER SECTOR

Vulnerable to a variety of attacks, including contamination with deadly agents; physical attacks, such as the release of toxic gaseous chemicals; and cyberattacks.

The result of any variety of attack could be large numbers of illnesses or casualties and/or a denial of service that would also impact public health and economic vitality. The sector is also vulnerable to natural disasters.



GOVERNMENT FACILITIES SECTOR

Facilities include general-use office buildings and special-use military installations, embassies, courthouses, national laboratories, and structures that may house critical equipment, systems, networks, and functions. Also includes National Monuments and Icons (NMI)

Education Facilities is a Subsector of the Government Facilities Sector. This encompasses pre-kindergarten (preK) through 12th grade and post-secondary public, private, and proprietary education facilities.



FOOD/AGRICULTURE SECTOR

Almost entirely under private ownership and is composed of an estimated 2.1 million farms, 935,000 restaurants, and more than 200,000 registered food manufacturing, processing, and storage facilities.

This sector accounts for roughly one-fifth of the nation's economic activity



IT SECTOR

Functions are operated by a combination of entities—often owners and operators and their respective associations—that maintain and reconstitute the network, including the Internet.

Its interdependent and interconnected structure presents challenges as well as opportunities for coordinating public and private sector preparedness and protection activities.



CRITICAL MANUFACTURING SECTOR

Machinery: Engine and Turbine, Power Transmission Equipment, Earth Moving, Mining, Agricultural, and Construction Equipment

Primary Metals: Iron and Steel Mills and Ferro Alloy, Alumina/Aluminum, Nonferrous Metal

Electrical Equipment, Appliance, and Component: Electric Motor, Transformer, Generator

Transportation Equipment: Vehicles and Commercial Ships, Aerospace Products and Parts, Locomotives, Railroad and Transit Cars, and Rail Track Equipment



FINANCIAL SECTOR

- Depository institutions
- Providers of investment products
- Insurance companies
- Other credit and financing organizations
- Providers of the critical financial utilities and services that support these functions

Large-scale power outages, natural disasters, and an increase in the number and sophistication of cyberattacks demonstrate the wide range of potential risks.



COMMERCIAL SECTOR

- Outdoor Events/Parks/Recreation
- Gaming (e.g., casinos)
- Lodging (e.g., hotels, motels, conference centers)
- Retail (e.g., retail centers and districts, shopping malls)
- Entertainment and Media (e.g., motion picture studios, broadcast media)
- Public Assembly (e.g., arenas, stadiums, aquariums, zoos, museums, convention centers)
- Real Estate (e.g., office/apartment buildings, condos, mix-use facilities, self-storage)
- Sports Leagues (e.g., professional sports leagues and federations)



DAMS SECTOR

Delivers critical water retention and control services in the United States, including hydroelectric power generation, municipal and industrial water supplies, agricultural irrigation, sediment and flood control, river navigation for inland bulk shipping, industrial waste management, and recreation.

Its key services support multiple critical infrastructure sectors and industries.



5. RESPONSE OPERATIONS

Efficient disaster response depends on a strong, organized, and visible government. Effective communication among the jurisdiction's policy makers and response agencies creates better protection of lives and property.

To ensure that the various departments and organizations in the county will effectively communicate with each other and the citizenry, it is necessary to designate a place for this to happen. Therefore, each county needs an Emergency Operations Center (EOC). The EOC is the physical location where all emergency response coordination takes place.

A few of the functions that take place in the EOC (or in adjacent areas) are: shelter designation, staffing, and equipping; coordination of public and private agencies emergency response; policy decision making, alerting and warning; emergency public information production and dispersal; media briefings and interviews (in a special area near to the EOC); damage assessment, resource identification and allocation; evacuation orders and coordination and situation reporting.

The EOC and its furnishings can often be built for other purposes and converted to emergency management during actual disasters or training exercises (this concept is called dual-use). The principal expenses of the county will be personnel costs and the cost for effective EOC communications; i.e., computers with e-mail capability, radios, phones, fax machines, and phone lines. Other expenses will be administrative; e.g., supplies, clerical support, postage, etc. See County EOC minimum guidance sheet for additional information.

To use the expertise and decision-making capabilities in the EOC effectively requires accurate and complete information about the disaster. Within the EOC, there needs to be a means of obtaining and disseminating this rapidly changing information. This is accomplished by each response agency assigning a liaison to the EOC.

The liaison does not direct the response but interacts with the other agency representatives and explains to the elected officials in the EOC what is happening and why. For example, the Sheriff's Department liaison, who understands the capabilities and the needs of the Sheriff's Department, explains why certain actions have been done, or why the Sheriff is requesting particular equipment. The liaison and the representatives from the other agencies will remain in communication with their field units at the emergency scene. The various agencies will also know what the other agencies are doing and how those actions may affect their own department's efforts. Ideally, the staff in the EOC will be able to anticipate problems and recommend solutions before citizens are affected.

The complexity of the EOC will vary with the size of the county, its needs, its assets, and the type of disaster it is responding to. In some counties, and at the state level, specialized equipment is located in a dedicated complex that can be manned twenty-four hours a day.

In smaller counties the EOC might be set up in a multi-use area when needed and converted back to its primary purpose after the emergency has ended.

After a facility is designated and equipped, it is necessary to recruit and train the staff. The size of the EOC staff is dependent on the threats that face the county. Some counties have a staff of only two persons; others have staffs of four or more. The practical limit on the number of persons in the EOC is based not only on availability of space, but also on the communications equipment available.

An important part of the planning process is deciding which agencies should have representation in the EOC. Some types of emergencies may not require every staff member to be present, or it may become necessary to call in additional outside experts to assist for the duration of the emergency.

While in the activated EOC, officials must be accessible to the media and the public. Media briefings or press releases need to be scheduled on a periodic basis. The designation and training of a staff member to serve as the county's Public Information Officer (PIO) will help the elected officials convey a professional presence while delivering emergency public information. The PIO will establish relationships with local media, handle rumor control in the EOC, and draft press releases. The PIO is the primary contact with the media.

The following chart shows how the staff may be divided into groups that represent different functions:

RESPONSE STAFFING

<i>Policy Group</i>	Directs and controls emergency operations. Makes decisions. This Group includes elected or appointed officials.
<i>Coordination Group</i>	The EOC staff and liaisons: the emergency management director, the EOC Operations Officer, the police and fire representative, public works/road commissioner, and the public information officer. Others to be considered are the health and medical advisor, environmental protection, evacuation/shelter officer, and radiological protection officer. Response group liaisons receive reports from the field, monitor communications, and forward status reports to the Operations Officer in the EOC and their respective agencies in the field. This Group includes staff from communications and dispatch, volunteer groups, utilities, schools, logistics, and procurement personnel. * depending on the situation.

<i>Operations Group</i>	Located in the field. Incident Command System and field Service Chiefs are responsible for their agency's emergency operations. They carry out the decisions of the policy makers and coordinate with the EOC. They ensure that policies and procedures are carried out.
<i>Response Group</i>	Located in the field. On-line personnel and equipment designated to execute the SOPs. They control the emergency, protect lives and property, and monitor hazard conditions. They operate under the direction of their own department chiefs and the incident

When recruiting the staff to be assigned to the EOC, consideration should be made of the possible need for 24-hour operations, which would require additional operational periods.

After the staff is trained, they are ready to practice EOC operations. This can be done through a graduated series of training exercises. Self-paced tabletop exercises will familiarize staff members with their responsibilities and with methods for communicating within and out of the operations center. These practice sessions (exercises) can be escalated as staff proficiency increases.

Throughout the emergency the **entire** EOC Staff must:

- Document all emergency events, what decisions were made, and the reasons they were made.
 - Sign an EOC sign-in sheet with the time entered.
 - Register all volunteers along with their addresses, phone numbers, assignments, and time worked.
 - Keep logs of telephone and other messages, both incoming and outgoing.



Documentation must be faithfully completed throughout the activation. These records should be retained as legal documents in case of litigation. Receipts of all disaster related expenses and damage reports should be kept for possible reimbursement, and as a part of the historical record of the event.

Any question regarding liability, or other legal questions, should be immediately directed to the jurisdiction's legal counsel. The county attorney would much rather answer a question before a disaster than be required to represent county officials in court after one.

County and Local EMA Response Structure

Local and County Emergency Management Agencies are responsible for keeping up with current emergency management philosophy, setting annual goals and objectives, developing and maintaining an Emergency Operations Plan, and establishing and maintaining mutual aid agreements.

When two or more jurisdictions within a county are affected by the same disaster, the County Emergency Management Agency may exercise coordination and support of the emergency management agencies within the area of operations.

EMERGENCY RESPONSE ORGANIZATIONS

Effective emergency management requires that specific plans be developed for dealing with disasters. These plans specify which individuals will coordinate disaster response activities, and require that an appropriate facility be equipped to effectively coordinate these activities. In most counties and communities, the people in the field dealing directly with the emergency are from the same groups that provide the day-to-day emergency operations: fire/ems, police, and public works.

Fire departments provide the base of local personnel and equipment to respond to most emergencies. EMS and hazardous materials teams also provide special response services. Police are usually full-time employees in communities with Police Departments. Many communities rely on the County Sheriffs and the Maine State Police for law enforcement. Public works departments provide additional equipment and manpower to support response efforts.

Career or paid employees have an ongoing relationship with their employers, but volunteers are also considered to be agents of the jurisdiction, and enjoy the same privileges and immunity as other employees. Volunteer personnel require the same (or more) screening, training, supervision, and documentation required of full-time paid employees. A volunteer can be fired, too.

Good emergency preparedness provides for response to both everyday emergencies and disaster operations. It should include both a formal and an operational relationship between government and the emergency response providers. Local and county government have an intrinsic responsibility to provide for public safety. Police, fire, ems, public works, and hazardous materials response teams have assumed the responsibility of providing for certain aspects of that safety.

A thorough planning process should allow for an exchange of the expectations and responsibilities of all groups involved. This kind of exchange can provide the foundation for mutual agreements that are then translated into formal contractual agreements and standard operating procedures (SOPs) that clearly define how governments and their emergency response organizations intend to provide for the public safety. These agreements and SOPs

can be as basic or as all-inclusive as the parties wish, but they are an essential legal part of a comprehensive emergency management program.

The emergency management program provides a very effective insurance policy for the county. However, it does require a degree of attention to keep it working effectively. A budget for expenses, a place to operate from, and the equipment to meet the demands of the county's hazards must also be available. The County Commissioners' support of the EMA program is necessary if it is to be successful.

COUNTY EMA DIRECTOR'S CHECKLIST

Note: Emergency Phases may overlap.

Preparedness Phase Actions:

- Set up the planning team
- Assist agencies in the development of SOPs
- Develop Emergency Operations Plan
 - Identify hazards that could impact community
 - Assess vulnerability to these hazards
 - Identify lines of succession for elected officials and emergency response agencies
- Establish an Emergency Operations Center
- Talk to MEMA's Communications Officer about procedures to access the Emergency Alerting System
- Establish a 24-hour community warning point and fanout system
- Develop written Mutual Aid Agreements
- Inventory available resources
- Assess county's capability to respond to its identified hazards
- Appoint key EOC Staff
- Train EOC Staff
- Establish an exercise program schedule

Response Phase Actions:

- Start and maintain an event log: include date, time, persons reporting, key information, factors weighed, and decisions reached
- Implement the county emergency plan
- Provide public warnings
- Brief elected officials regularly
- Activate and staff county EOC
- Test and activate communication equipment
- Designate a Public Information Officer
- Remind staff to keep complete logs of actions, financial records, and calls
- Through Situation Reports notify the State EOC regularly of EOC Activation
- Status of Emergency Unmet needs
- Also Notify:
 - County Commissions and other county agencies
 - Lower levels of government
 - EMAs Amateur
 - Radio RACES Groups
 - American Red Cross Chapter
 - Volunteer Groups
 - Social Service Agencies
 - Local Hospital

- Media
- Special Needs Groups
- Conduct regular staff briefings
- Check weather forecast, high tide information, current conditions, etc.
- Coordinate the mobilization of community emergency response resources
- Gather situation reports from response groups at the disaster site

In consultation with EOC emergency response agency liaisons and elected officials, assess the need for:

- Evacuation
- Shelter
- Emergency Feeding
- Medical Care
- Law Enforcement and Security
- Other Emergency Units Road/Street Clearance
- Assess need for establishment of a curfew
- Ensure that law enforcement has set up patrol of evacuated areas and restricted access
- Verify all information received
- Schedule regular media briefings or press releases
- Instruct affected local communities to estimate damages to public facilities, and the cost of public personnel services in the repair and clean up in these categories (Use Form 7):
 - Debris Removal
 - Emergency Measures Roads/Streets/Bridges/Culverts
 - Water Control Facilities
 - Public Buildings
 - Private Nonprofit Facilities
 - Other, such as community owned parks or recreational facilities, including cemeteries
- Collect information from affected communities on the status of their citizens, and the delivery of essential public services, determine: (Use Form 7)
 - Number dead, injured, missing, homeless
 - People needing shelter, food, or clothing
 - Number in shelters
 - Number evacuated
- Collect information from local communities to determine damages to: (Use Form 7)
 - Private residences
 - Business, industry
 - Farms
 - Schools
 - Hospitals, nursing homes
- Evaluate need for outside assistance
- FAX, phone, or radio the State EOC of local reports you have received on Maine Damage Assessment Form 7. Report severe damages as soon as they are known, even if a good cost estimate cannot be made. This will alert State officials that a major problem exists in the county.

Recovery Phase Actions:

- Release outside assistance, including volunteers
- Ensure the return of borrowed or rented equipment and supplies
- Reduce or remove restrictions in disaster area

- Mark a map of the community to show damage sites and types of damage
- Request State/Federal Assistance through The State EOC, if necessary
- Photograph as much damage as possible, for documentation
- Maintain records of labor, equipment, and materials used in disaster response
- Participate with Federal/State Preliminary Damage Assessment Team

If a **Presidential Declaration** is received:

- Receive notice of Presidential Declaration of Disaster
- Assist MEMA to set up site for Public Assistance Briefings for local officials and private non-profit (PNPs) organizations
- Notify eligible PNPs in the county of the upcoming meeting and their possible eligibility for federal/state assistance
- Meet with State and Federal EMA representatives at a Public Assistance Briefing to complete a Request for Assistance
- Form for federal assistance for the county, if necessary
- Coordinate through the Disaster Field Office (DFO) FEMA Community Relations visits to ensure citizens are informed of available assistance
- Provide space for Disaster Recovery Center (DRC), if needed
- Provide a representative at DRC if needed

After each disaster operation:

- Ensure debris clearance
- Keep public informed
- Obtain crisis counseling for victims and responders
- Critique county's response to the disaster
- Prepare report for official records
- Update/revise emergency plans

Mitigation Phase Actions:

Review factors that could be improved to lessen the impact of a similar disaster. Update Mitigation Annex to EOP. Consider:

- Building codes
- Use of Disaster/Flood insurance
- Land use management
- Risk mapping
- Location of homes and businesses
- Statutes/Ordinances
- Public Education

**Environmental considerations such as wildlife, fish, wetlands, etc. See MEMA Mitigation officer for more information*

6A. Form 7's & Initial Damage Assessment

As soon as possible after an emergency, county-wide damage assessment should begin. The standard MEMA Form 7, *Damage and Injury Assessment Report* should be used by the local communities to send damage information to the County EMA Director. It identifies the crucial information needed from each community.

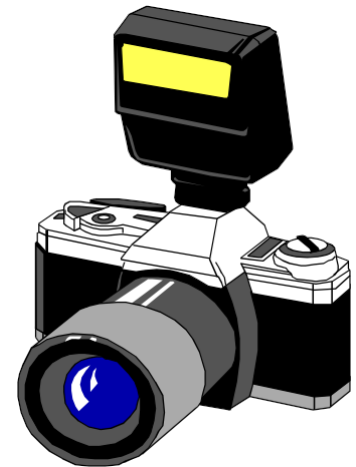
Only the Governor can request a federal disaster declaration after certifying the expenditure of state, county, and local funds and assessing damage. The state will assume most of the responsibility for seeking federal assistance. Local governments will be responsible for providing County EMAs with the necessary documentation to support the request for federal aid. There is a 30-day window from the day of the event for the State to request a FEMA public damage assessment team.

A gubernatorial emergency proclamation is based on **county Situation Reports (SitReps)**, and WEB EOC to start a request for a proclamation from local government through EMA channels, and the recommendation of the MEMA Director. The emergency proclamation is the mechanism that releases State aid and/or resources to the local level. The local Situation Reports are distributed and collected by the County EMA and relayed to MEMA.

An important role is also played by relayed damage assessment information (**Form 7s**). The County EMA Director is responsible for ensuring that each local community has personnel who have attended training for damage assessment, situation reporting, and other critical emergency management skills.

The most common reason for failure to obtain federal reimbursement for eligible costs is lack of adequate documentation. Documenting a disaster simply means providing evidence or proof of what happened. Expenditure records, time logs of town employees' work schedules, logs showing equipment usage, and photographs of the damage should be preserved. Photographs of the damage provide the most conclusive evidence. Take pictures of the damage, the repair work, and completed restorations. **There is no such thing as too many pictures.**

Communities often instruct their citizens to report private damage at the town office. The County Director should encourage each community to set up a system to collect and report this critical information



There is often an amount of damage per site that must be exceeded in order to be considered eligible for Federal Public Assistance. This amount may vary, so verify this

trigger amount for each event. The 2017 figure was Three Thousand One Hundred dollars. The definition of “site” is changing so check the latest guidance for the definition currently in use.

If damage assessment has been approached in a systematic way, costs will be well documented. Federal and state agencies require an audit trail from the approval of the expenditure to the canceled check, **and conclusive proof that the work was completed.**

Good documentation means:

- Taking pictures of damage and repairs.
 - Taking notes on damages and repairs.
 - Clipping and filing press reports.
 - Recording all expenditures, including overtime costs and work schedules.
- Debris Removal is a separate annex.

The local EMA Director cannot effectively do all damage assessments. The local EMA Director will obtain help from local municipality or department staff to assist in the local collection of data. Trained observers will be a big help in to assessing damage. Assessors from the municipal tax office or appraisers from banks, savings and loans, or real estate offices can be used. Also, fire departments and insurance companies sometimes have experienced damage assessors. Local Road Commissioners will know the costs of culvert replacement and road repair. The damage estimates will be more reliable if the estimators are familiar with conditions before the emergency. When exact figures are not available, reasonable estimates should be used.

The Form 7 information should be reported (via email, telephone, radio, or FAX) to the County Emergency Management office **as soon as possible**. Local directors should be instructed to not necessarily wait for the entire form to be completed. Partial reports are acceptable, with updates relayed as information is gathered. The locals should verbally submit a complete report *within 72 hours of the request for information* from the County EMA. This form can be hand delivered or faxed to the County EMA office. The county relays this information to the State Finance Office.

The purpose of doing the damage assessment is to determine if assistance is needed and what type of assistance is required. A county’s assessment may be the basis for a Presidential Disaster Declaration. Eligibility for federal assistance is usually determined by the cumulative amount of damage gathered from Form 7 information received from communities all over the state. The county’s information, even though it may seem insignificant by itself, may be enough to put the total damage figure above the amount needed to allow the State to request federal assistance.

Directors should not wait for a call from the State to start collecting damage information. Whenever damage has occurred the county should verify that it is not an isolated case. Neighboring communities should be surveyed each time a report is received from a local

jurisdiction that damage has occurred in their community. **Damage reporting should be routine.**

Workshops should be given periodically to train local damage assessment teams on how to fill out the Form 7. A sample copy of Form 7 and instructions are included.

6B. DISASTER ASSISTANCE

When a jurisdiction is affected by a disaster, local officials must respond immediately to provide lifesaving operations, restore vital services, and provide for the human needs of those affected by the emergency. Sometimes local jurisdictions can manage the situation without further assistance, but often the county, and later the State, is asked to supplement local resources. State response can range from coordinating and providing state aid following local/county government's request, to requesting federal help. If a major disaster occurs, local jurisdictions will ask for additional aid by going through EMA channels to the County EMA Director.

When conditions warrant, based on local situation reports, the Governor declares a *State of Emergency*. The State EOC, acting on requests from the county, will deploy personnel and resources from State agencies to the disaster area to assist in the response and recovery effort. If it appears to the State that federal assistance will be required, the Federal Emergency Management Agency (FEMA) will also be alerted to the situation. FEMA may deploy representatives to the area.

Local government officials will then work with federal, state, and county personnel in an expanded assessment of damage to the area. FEMA calls this assessment a **Preliminary Damage Assessment (PDA)** in spite of the fact that it is the second damage assessment to take place. Out of this second joint assessment will come an estimate of the types and extent of federal disaster assistance that may be required.

Federal, state, county, and local governments must work together in any major emergency. The emergency assistance system is based on each level of government assisting the next lower level when it is overwhelmed by the scope of destruction caused by a disaster.

A governor's request for a declaration can result in three responses from the federal government, each with a different form of assistance. The federal government could:

1. Issue a presidential declaration of a MAJOR DISASTER which would free all the resources of the federal government for assistance to meet documented needs. .
2. Issue a presidential declaration of EMERGENCY which would focus on specific assistance needed to supplement state and local efforts to save lives, protect property, public health, and safety; or lessen the threat of future disaster.
3. Provide DIRECT ASSISTANCE from various federal departments through their own emergency or normal programs without a presidential declaration.

If the President declares an EMERGENCY or MAJOR DISASTER, a Federal Coordinating Officer (FCO) will be assigned to coordinate federal assistance for the State. The governor will appoint a State Coordinating Officer (SCO), usually the MEMA Director. The SCO is the main liaison between the FCO and State, county, and local officials.

Once on the scene, the FCO is responsible for an initial appraisal of needed assistance. The FCO is also responsible for coordinating all the federal agencies and programs involved in assistance.

Public assistance (Infrastructure support) is available to state, county, and local governments; Indian Tribes; and some private non-profit organizations. Under a presidential disaster declaration, applications may be approved to fund a variety of projects including: clearance of debris; emergency protective measures; repair of roads; repair or restoration of water control facilities; repair and replacement of public buildings and equipment; repair or replacement of public utilities; repair or restoration of public facilities damaged while under construction; repair or restoration of recreational facilities and parks; and repair or replacement of some private non-profit (PNP) education, utility, emergency, medical, and custodial care facilities, including those for the aged or disabled.

The federal reimbursement for governments may include damages to infrastructure, administrative costs, fuel, supplies, and labor costs for base pay or overtime for regular and "special hire" employees. PNPs are only eligible for repair or restoration of buildings and grounds to their pre-disaster condition.

Individual Assistance provides assistance to individuals, families, and small businesses affected by the disaster. It is important to know that this is a complicated process with a definite order of program eligibility. There is a prerequisite for the Individual and Family Grant Program (IFG) that involves each applicant to submit an application to the Small Business Administration (SBA) for a loan. IFG can't consider an application (except for medical, funeral, and other immediate needs) until SBA turns them down or gives them too small a loan to address the needs. These complicated programs frequently have changing rules for eligibility so check the latest guidance for up-to-date requirements.

Citizens apply for disaster assistance through an 1-800 tele registration number. A Disaster Recovery Center (DRC) may be set up in the county to offer additional information following the tele registration process. Such a center is usually staffed with federal, state, county, and local officials, as well as representatives from the private relief organizations. A DRC is a "one-stop" center because it is designed to bring representatives from various assistance agencies together under one roof. The establishment of a DRC makes it much simpler for disaster victims to get information about the assistance available. Getting assistance to individual disaster victims is the first priority in the recovery effort.

Examples of the types of assistance for individuals are listed below. Please note that not all people are eligible for all programs listed, and all programs are not available in every

disaster.

- Temporary housing/minimal repair/possibly mortgage payments
- Unemployment payments
- Low interest SBA loans to individuals and businesses
- Food stamps
- Individual and family grants
- Legal services
- Crisis counseling
- Veterans' assistance
- Agricultural assistance
- Income Tax counseling
- Red Cross services

Not all of these services are always physically represented in the DRC, but when a representative from the program is not in the DRC, telephone numbers will be made available.

The following assistance may be available **without** a Presidential Declaration:

- Tax Refunds
- Repairs to Federal Aid System Roads
- Economic Development & Adjustment Assistance Grants
- Watercourse Navigation: Protection, Clearing, and Straightening Channels
- Watershed Protection
- Emergency Loans for Agriculture
- Emergency Conservation Program
- Disaster Loans for Homeowners and Business
- Health and Welfare
- Dept. of Defense Pre-Declaration Emergency Assistance
- Search and Rescue
- Flood Protection
- Voluntary Agency Assistance
- Food Stamps

The private relief efforts of the American National Red Cross, the Salvation Army, the Mennonite Disaster Service, and others are coordinated in Maine by the Maine Volunteer Organizations Active in Disasters (VOAD) Chapter. VOAD helps distribute the available resources from all the VOAD member agencies (and outside donations) to the areas of greatest need. VOAD also initiates the Unmet Needs Committee following a disaster.

In some situations:

- The Department of Agriculture and the Small Business Administration (SBA) can declare disaster areas independently of FEMA.

- Adjacent counties to a disaster area declared by FEMA may be included for some SBA services.
- Counties can also be approved for a PA or IA only disaster, and each program has separate PDAs (Preliminary Damage Assessment).

What does a community expect after an emergency or disaster? Frequently, the residents do not know exactly what type of local, county, state, or federal aid to expect. However, they do expect their elected officials and their EMA representatives to be totally familiar with all available assistance programs.

Disaster assistance programs and the criteria used to determine eligibility to benefit from these programs is constantly changing. It is important for county and local EMA Directors to stay up-to-date and to be aware of the current status of these programs.

7. HAZARD MITIGATION

Hazard mitigation is the ongoing effort to lessen the impact disasters have on people and property. Mitigation projects keep the same damage from occurring every year. Actions under hazard mitigation include zoning to prevent development in a known hazard area, the establishment of municipal construction codes, participation in the National Flood Insurance Program and its Community Rating System, Community Comprehensive Planning, and moving buildings out of a hazard zone.

Hazard Mitigation is the main thrust of FEMA's disaster recovery program. Federal mitigation assistance following a disaster includes technical assistance for planning and identifying hazard mitigation projects, and the funding (up to 75%) of those projects which are approved by FEMA. The applicant is responsible for funding the remaining 25% of the cost of the project.

Two sections of the Stafford Act provide for Hazard Mitigation funding:

Section 406 provides funding for cost-effective hazard mitigation measures to be taken in the repair, restoration, and reconstruction or replacement of public facilities, provided such facilities were damaged in the declared disaster. This hazard mitigation money is above and beyond the cost to repair the damage to the pre-disaster condition. These 406 funds are available for use only in counties that were within the disaster declaration area.

Section 404 enables FEMA to make grants to eligible applicants such as State and local governments to fund cost-effective measures to avoid repetitive losses. This FEMA grant is intended to fund three quarters of the total hazard mitigation project cost. The amount of Section 404 hazard mitigation grant funds available is based on a percentage calculation. These funds equal fifteen percent of the total federal dollar share spent for public assistance, individual assistance, and mission statements in the disaster. These 404 funds are available statewide, even in counties that were not included in the disaster declaration.

As government affects our daily existence in so many ways, it is easy to forget that one of its principal purposes is to enable us to live in a relatively safe environment. People expect their public officials to remain watchful for situations which may jeopardize the general welfare. The responsibility to determine what constitutes adequate levels of emergency service rests with the jurisdiction's elected leaders. Establishment of emergency service organizations, their support, and operation are major means by which local officials can mitigate the effects of a wide range of potential emergencies.

A number of mitigation objectives can be achieved through pre-disaster planning. The planning process creates an awareness of hazards which has a much longer lasting effect than the short-lived consciousness which typically follows an actual disaster. A pre-disaster

plan not only sets the stage for successful implementation of hazard mitigation measures, but also can guide local decision makers in their routine involvement with land use and development matters.

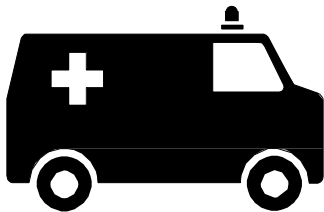
Although mitigation activities are generally recognized as highly desirable, the rate of accomplishment in implementing them is often disappointing. Technical obstacles, limited budgets, and community apathy often serve as roadblocks to successful mitigation. Typically, only after the cost of responding to repeated incidents involving loss of life and property becomes unacceptable does attention turn to mitigation.

The key to successful mitigation lies in breaking the cycle of destruction, rebuilding, and destruction again. The EMA director can help refute the assumption that the consequences of natural hazards are as inevitable as the events themselves. While mitigation can't prevent a disaster from happening, positive actions can be taken to reduce the vulnerability to its effects. What local officials do to abate disaster losses is limited only by their collective imagination and perseverance.

8. TRAINING

Whether paid or volunteer, everyone involved in emergency response groups must be trained in a broad range of emergency procedures. The training required for emergency response units continues to increase, due in part to Federal regulations, industry safety requirements, court decisions, and the need to keep up with increasingly complex environmental demands.

County EMA's may provide training to emergency responders and EOC personnel. Fire response training is available through Maine Fire Training and Education, the National Fire Academy, and private contractors. Police training is available at the Police Academy in Waterville. EMS personnel are trained under Maine Emergency Medical Services criteria. OSHA sets guidelines for the training of the emergency response personnel who respond to hazardous materials incidents.



Local and county emergency response units are the building blocks of a well-planned emergency disaster preparedness program. Developing relationships and operating procedures with them daily will provide smoother emergency response to disasters.

Emergency Management Training Available

Individual Study Courses are available online and are highly recommended to get an overview of specific subject areas. More are being developed all the time. These courses are an excellent way to begin and continue Emergency Management education. Some are:

- IS-3, *Radiological Emergency Management*
- IS-5, *An Introduction to Hazardous Materials*
- IS-8, *Building for the Earthquakes of Tomorrow*
- IS-010A, *Animals in Disasters; awareness and preparedness*
- IS-011, *Animals in Disasters; community planning*
- IS-015 *Special Events Contingency planning*
- IS-020 *Diversity Awareness Course*
- IS-120, *An Introduction to Exercises*
- IS-288, *Volunteer Agencies in Emergency Management*
- IS-393, *Introduction to Hazard Mitigation*

MEMA also offers several courses for EMA Directors, their EOC staff, and local response personnel interested in sharpening their skills. Some courses that have been given in the past and are planned for the future are:

- *CAMEO—All Hazard*
- *Community and Family Response Training*
- *Decision Making and Problem Solving*
- *Developing Volunteer Resources*
- *Disaster Response & Recovery*
- *Emergency Planning*
- *EOC Management and Operations*
- *Exercise Design*
- *Exercise Evaluation*
- *Hazardous Materials Contingency Planning*
- *Incident Command System 700-400*
- *Incident Command System/EOC Interface*
- *Leadership and Influence*
- *Natural Hazards Mitigation*
- *Principles of Emergency Management*
- *Radiological Monitoring*
- *Radiological Response Team*

These classes are usually provided at no cost to the student. MEMA may furnish lodging, and some meals depending on course and location. These arrangements frequently change; specifics should be checked for each class.

FEMA hosts a series of emergency management courses at the Emergency Management Institute (EMI) located at Emmitsburg, Maryland. A directory of classes available is distributed annually. Contact the MEMA Training Officer for current reimbursement and payment policies.

To apply for an EMI course: Students should complete a FEMA training application which is available from the County or State EMA training office. Applications should be sent directly to the MEMA Training Officer who will screen the application for eligibility and endorsement. Applications are then sent to EMI through the FEMA Region I Training Officer. EMI should contact the student by mail within 30 days to inform them if they have been accepted and to provide the necessary logistical information.

To apply for a State course: Students should contact their County EMA for a State training application which then must be returned to the county for endorsement. The County EMA will then forward the application to MEMA for registration into the course. Usually, county endorsement is adequate for acceptance unless the course is full or cancelled. The MEMA training office will advise the county of the student status and the county will contact the student to confirm or deny attendance. Students can also apply for State courses via the internet.

State courses are posted in the annual training catalog, on the MEMA training website.

EMA Reporting Forms

Reporting is an important part of County EMA Roles and Responsibilities. MEMA has issued a Finance Guidebook that references the how to's for all financials. See appendices for sample reporting forms utilized by emergency management personnel.

Situation Reporting Form: To be used as necessary to report the status of the event to the State EOC.

Resource Request Form: To be used to request State assistance when unmet resource needs exist. All local resources, mutual aid agreements, private and nonprofit resources, and County capabilities have been exhausted. Please note, Generators have a separate RRF & Instructions.

Damage Assessment Form 7: To report damage to the State. The first page is for documenting damage to public property. The back-page documents damage to private property (IA). Information should be entered on both sides when submissions are made. These forms are collected by the county from the local communities and relayed to the State EOC.

Monthly or Quarterly EMPG Reporting: Used to request Federal matching funds for County EMA expenses. See MEMA finance guidebook for examples and instructions.

Annual Submissions: County EMA annual workplan, staffing patterns and summary for local and state expenses and inventory of State equipment., **You may request sample workplans from the Council as Counties do not all use the same format.**

STATE of MAINE
EMERGENCY / DISASTER
SITUATION REPORT

1	Date:	Time:	Report #
2	Reporting Jurisdiction:		
3	Type of Occurrence:		
	<input type="checkbox"/> Severe Storm	<input type="checkbox"/> Transportation Accident	<input type="checkbox"/> Hazardous Material
	<input type="checkbox"/> Flood/Rain	<input type="checkbox"/> Forest Fire	<input type="checkbox"/> Urban Fire
			<input type="checkbox"/> Earthquake
			<input type="checkbox"/> Other
4	Time of Occurrence:	Location:	
5	Direction & Control:		
	EOCA Activated <input type="checkbox"/> Y <input type="checkbox"/> ON Activation Level or # Staff POC (name/title)		
	_____ On Emergency Power C] Y <input type="checkbox"/> O N		
	Contact Information:		
	Phone(s) _____	<input type="checkbox"/> Fax _____	
	D Radio(s) _____	other _____	
	Has local state of emergency been proclaimed? <input type="checkbox"/> Y <input type="checkbox"/> O N		
	Areas Included:		
6	Weather Data:		
	<input type="checkbox"/> Clear	<input type="checkbox"/> Rain	<input type="checkbox"/> Freezing Rain/ice
			<input type="checkbox"/> Snow
			<input type="checkbox"/> Fog
	Cloud Cover: 0 0 ⁰ /0 0	0	075% 01000/0
	Air inversion present <input type="checkbox"/> Y <input type="checkbox"/> O N		
	Temp _____ °F	Wind speed _____ MPH	Wind Direction _____ Wind Chill _____
	Pre-Event Rain/Snow Amount _____	Since last SITREP _____	Event Total Accumulation _____
7	Emergency Public Information / Alerting / Warning:		
	Has a fanout been accomplished <input type="checkbox"/> Y <input type="checkbox"/> O N Are media briefings being held <input type="checkbox"/> Y <input type="checkbox"/> O N Next _____		
	Has Emergency Public Information been disseminated: <input type="checkbox"/> Y <input type="checkbox"/> O N When: _____		
	Method(s) _____	Area(s) Covered: _____	
	General Content/Actions:		

Maine Emergency Management Agency



MEMA Unit 1 Generator Loan Agreement

(Issued)

(Returned)

- Item 1: Pramac trailer mounted 60 KW generator, Serial No. 30040899
- Item 2: 4ea. 100 ft cable with Camlock Connectors
- Item 3: 2 ea. Fire extinguishers
- Item 4: 2 ea. Wheel chocks, Metal
- Item 5: 1 ea. Pindle hook and 2 5/16 in. ball hitch
- Item 6: State Of Maine trailer registration certificate
- Item 7: Operators manuals
- Engine Hours when issued: _____ Engine Hours when returned: _____

Loaned to: (entity) _____

Loan Period: _____

Received By: _____ Drivers License#, State _____

By signing I, _____, certify I am a legal representative of

(print name)

_____, that I have read and understand the

(name of jurisdiction)

terms described on the reverse and accept them on behalf of the above entity.

Signature: _____ Date: _____

Returned by: _____ Date: _____

Inspected/Received By: _____ Date: _____

(Receiver certifies property was returned in complete and good condition)

Maine County Emergency Operations Center (EOC)

Assessment Checklist

A Standard for County EOC Response and Recovery Operations

May 17, 2017



Staffing

Yes	No	Standard
		The EOC has a dedicated full time EOC Manager.
		Staff is assigned for EOC Information Management and Coordination.
		Staff is assigned for EOC Resource Coordination.
		Staff is provided for EOC External Communications.
		Elected Officials are prepared to contribute to EOC Policy Making.
		There is written guidance (policies, plans, and checklists) for EOC staff.

Facility

Yes	No	Standard
		The EOC contains adequate space for EOC staff to work together.
		The EOC has a dedicated space for radio communications that is not hampered by lack of room or by background noise.
		The EOC has adequate bathrooms for full EOC staffing and long durations.
		The EOC can be secured from outside entry.
		The EOC can withstand expected hazards.
		The EOC can fully operate for 2 weeks when commercial power is lost.
		The EOC facility supports and protects the EOC data equipment.
		The EOC can support in-house sleeping arrangements during weather that is too dangerous to leave the facility.
		There is sufficient parking available for EOC staff and guests during a full EOC activation.
		The EOC has reliable and protected Internet access.
		The EOC has a ready supply of food and water for a minimum of 3 days.
		There are written procedures in place to acquire a supply of food and water for the entire EOC staff for a minimum of seven days.

Policies, Plans and Procedural Documents

Yes	No	Standard
		The EOC contains copies of all necessary State, County and associated municipal Emergency Operations Plans (EOP).
		The EOC has operational procedures for activating, operating and deactivating.
		The EOC has a jurisdictional Continuity of Operations Plan (COOP).
		The EOC has personnel policies for when activated for emergencies.
		The EOC has a staffing plan identifying who serves in what roles for each shift.
		The EOC has communications plans describing all means of voice and data communications available to the EOC staff and the priority of their use.
		The EOC maintains current mutual aid and support agreements.

		The EOC maintains current resource lists of emergency resources.
		The EOC has a finance policy for emergency expenditures and accounting.
		The EOC has detailed maps of each town and of the county.

Equipment

Yes	No	Standard
		The EOC has sufficient white boards, status boards, and map displays for the presentation of emergency information.
		The EOC has sufficient computer, copier and printer equipment.
		The EOC has a ready supply of general office supplies sufficient for the staff.
		The EOC has access to the jurisdiction's computer aided dispatch system.
		The EOC maintains a functional MSCOMMNET radio.
		The EOC maintains a functional radio system that can operate in the jurisdiction's public safety radio network..
		The EOC maintains amateur radio equipment that can transmit and receive audio radio traffic in the VHF and HF frequency bands.
		The EOC maintains a landline telephone system, to include a fax machine.
		The EOC maintains a satellite telephone.
		The EOC has access to weather instrument data that displays local weather conditions.
		The EOC has access to the NAWAS system.
		The EOC has access to a NOAA Weather Alert Radio.
		The EOC has access to television and FM broadcast radio news information.
		The EOC receives electrical power from an on-site stationary generator.

Training

Yes	No	Standard
		EMA staff completed IS-700, IS-800, IS-100, and IS-200 training.
		EMA staff completed EOC Management & Operations training (IS or G-775).
		EMA staff completed ICS-EOC Interface training (IS or G-191).
		EMA staff are trained/experienced with WebEOC.
		EOC support staff completed IS-700 and IS-100 training.
		All EOC staff have completed position-specific training.

Exercising

Yes	No	Standard
		The EOC completed at least one four-hour long functional exercise in the last 12 months.
		The EOC completed at least one two-hour long functional exercise in the last 3 months.
		The EOC completed at least one one-hour long communications drill in the past month.

MAINE EMERGENCY MANAGEMENT AGENCY DAMAGE AND INJURY ASSESSMENT FORM 7

GENERAL INFORMATION		
<input type="checkbox"/> Original <input type="checkbox"/> Revision # _____	Date:	
Type of disaster:	Date(s) of occurrence:	
Jurisdiction (town, county, district, etc.):	County:	
Area affected (northeast, west side, etc.):		
POINT OF CONTACT		
Name:	Title:	
Email:	Desk phone:	
	Cell phone:	
DAMAGES TO PUBLIC INFRASTRUCTURE		
A	DEBRIS REMOVAL (trees, building wreckage, sand, mud, silt, gravel, vehicles, and other disaster-related material)	\$
B	EMERGENCY PROTECTIVE MEASURES (sandbagging, barricades, signs, extra police and fire, and emergency health measures)	\$
C	ROADS AND BRIDGES (roads, culverts, bridges, and associated facilities)	\$
D	WATER CONTROL FACILITIES (dams, reservoirs, shore protective devices, pumping and irrigation facilities, drainage channels, and levees)	\$
E	BUILDINGS AND EQUIPMENT (buildings, supplies, inventory, vehicles, and equipment)	\$
F	UTILITIES (water treatment plants and delivery systems, power generation and distribution facilities, sewerage collection systems and treatment plants)	\$
G	PARKS, RECREATIONAL, AND OTHER (playground equipment, swimming pools, bath houses, tennis courts, boat docks, piers, picnic tables,	\$
PRIVATE NONPROFITS (education, medical, custodial care, emergency [fire departments, search and rescue, and ambulances], utility, and other [museums, community centers, libraries, homeless shelters, senior citizen centers, health and safety services.])		\$
PUBLIC DAMAGES GRAND TOTAL		\$

NOTE: Report individual damages and community impacts on Page 2.

DAMAGES TO HOMES / BUSINESSES

Jurisdiction:		Date:	
CASUALTIES		PEOPLE DISPLACED	
	Number		Number
Deaths		People evacuated	
Injuries		People in community/non-Red Cross shelters	
Missing		People served in warming/cooling centers	
TOTAL CASUALTIES		TOTAL PEOPLE DISPLACED	
PRIMARY HOMES IMPACTED			
Homes destroyed		Mobile homes destroyed	
Homes with major damage		Mobile homes with major damage	
Inaccessible (72 hours or longer)			
TOTAL PRIMARY RESIDENCES IMPACTED			
BUSINESSES IMPACTED			
Businesses with 40% or more physical damage			
Businesses closed (72 hours or more) because of disaster			
TOTAL BUSINESSES IMPACTED			
LIFE / SAFETY SERVICES DISRUPTED FOR 72 HOURS OR LONGER – YES / NO			
Police/fire/EMT services disrupted	Yes No	Public water/sewer services disrupted	Yes No
Hospitals/clinics/medical services disrupted		Electric/gas/oil delivery services disrupted	
Details –			
ESSENTIAL COMMUNITY SERVICES IMPACTED (72 HOURS OR LONGER)			
# Schools closed		# Libraries closed	
# Day care (child / elder) services closed		# Social services programs disrupted	
# Supermarkets closed			
TOTAL ESSENTIAL COMMUNITY SERVICES IMPACTED			
Details –			
OTHER COMMUNITY IMPACTS			
E.g., impacts to employment, tourist destinations, cultural institutions, vulnerable populations, other –			
Call, fax, or email this information to your COUNTY EMERGENCY MANAGEMENT AGENCY		Look up contact information:	

COUNTY EMERGENCY MANAGEMENT AGENCIES

ANDROSCOGGIN

Androscoggin Unified
Emergency Management Agency
2 College Street
Lewiston, Maine 04240-7101

EOC: Central Fire Station
45 Oak Street
Tel: 784-0147
FAX: 795-8938

AROOSTOOK

Aroostook County EMA
158 Sweden Street
Caribou, ME 04736

Tel: 493-4328

CUMBERLAND

Cumberland County EMA
22 High Street Unit 1
Windham, Maine 04062

EOC: South Windham (Bunker)
Tel: 892-6785
FAX: 892-8617

FRANKLIN

Franklin County EMA
140 Main Street Suite 1
Farmington, Maine 04938

EOC: Farmington, Maine
Tel: 778-5892
FAX: 778-5894

HANCOCK

Hancock County EMA
County Courthouse
60 State Street Suite 4
Ellsworth, Maine 04605

EOC: Ellsworth, Maine
Tel: 667-8126
FAX: 667-1406

KENNEBEC

Kennebec County EMA
125 State Street
Augusta, Maine 04330

EOC: 125 State Street
Tel: 623-8407
FAX: 622-4128

KNOX

Knox County EMA
301 Park Street
Rockland, Maine 04841

EOC: 301 Park Street
Tel: 594-5155
FAX: 594-0450

LINCOLN

Lincoln County EMA
32 High Street
Wiscasset, Maine 04578

EOC: County Courthouse
Tel: 882-7559
FAX: 882-7550

OXFORD

Oxford County EMA
26 Western Ave
South Paris, Maine 04281

EOC: County Courthouse
Tel: 743-6336
FAX: 743-7346

PENOBSCOT

Penobscot County EMA
97 Hammond Street
Bangor, Maine 04401

Tel: 945-4750

FAX: 942-8941

PISCATAQUIS

Piscataquis County EMA
163 East Main Street
Dover-Foxcroft, Maine 04426

Tel: 564-8660
564-6500 (Commissioners Office)
FAX: 564-3022 (Commissioners Office)

SAGADAHOC

Sagadahoc 752 High Street
Road
Bath, Maine 04530

EOC: County Courthouse
Tel: 443-8210
FAX: 443-8212

SOMERSET

Somerset County EMA
8 County Drive
Skowhegan, Maine 04976

EOC: County Courthouse
Tel: 474-6788
FAX: 474-0879

WALDO

Waldo County EMA
4 Public Safety Way
Belfast, Maine 04915

EOC: Congress Street
Tel: 338-3870
FAX: 338-1890

WASHINGTON

Washington County EMA
County Courthouse
28 Center Street
Machias, Maine 04654

EOC: County Courthouse
Tel: 255-3931/3521
FAX: 255-8636

YORK

149 Jordan Springs
Alfred, Maine 04002

EOC: County Courthouse
Tel: 324-1578
FAX: 324-4997

REQUIREMENTS for COUNTIES RECEIVING FEMA STATE and LOCAL ASSISTANCE (SLA) FUNDING

All sixteen counties in Maine currently receive up to fifty percent reimbursement of their Emergency Management Program's costs from the Federal government. This FEMA funding is accessed by their quarterly and annual reporting through MEMA. In order to participate in FEMA's SLA program counties must meet the following requirements:

- Complete an annual submission of their strategic workplan
- Develop and maintain an emergency plan
- Develop a schedule of emergency management exercises, and report to MEMA on the completion of those exercises.
- Complete quarterly reporting of activities projected under the strategic plan.
- Submit monthly or quarterly billings for eligible expenses.
- Submit annual submission of information required by FEMA and MEMA, such as staffing patterns, Hazard Assessments, updated plan annexes, etc.
- Attend monthly County Directors' meeting at the MEMA office in Augusta.