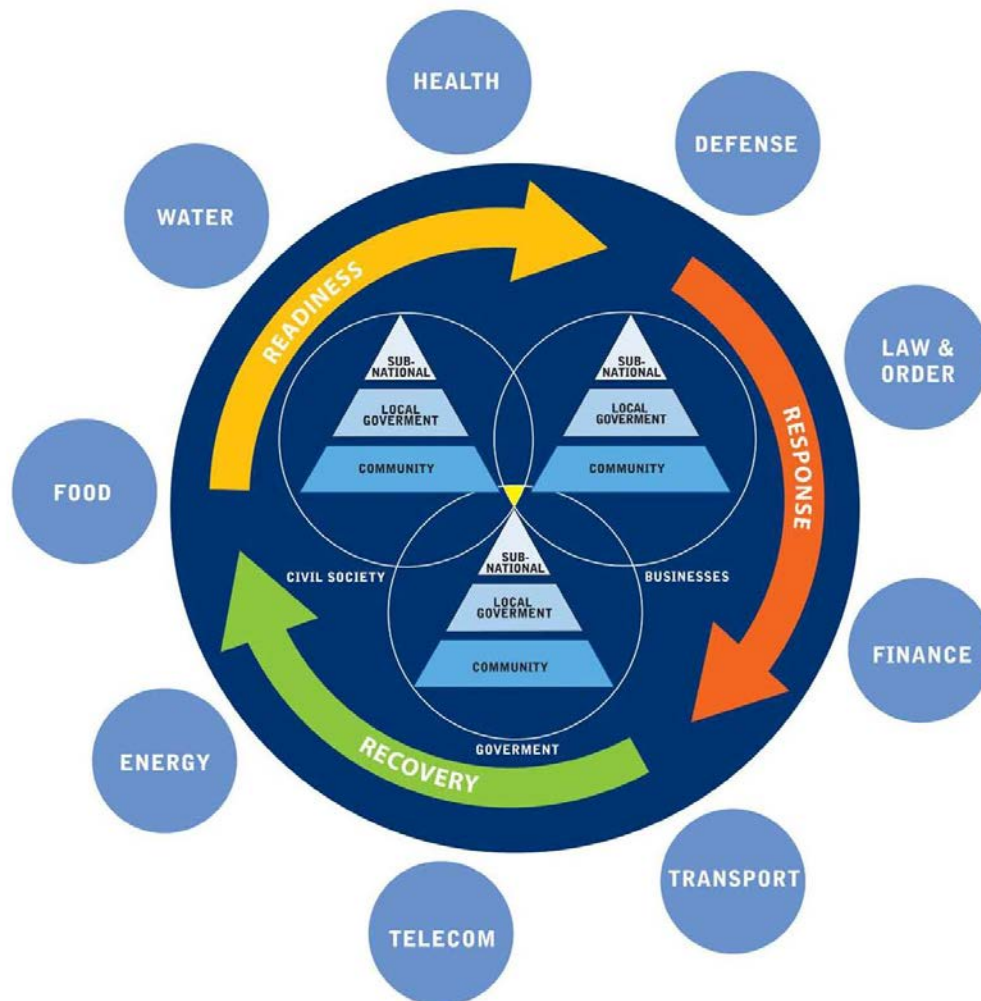


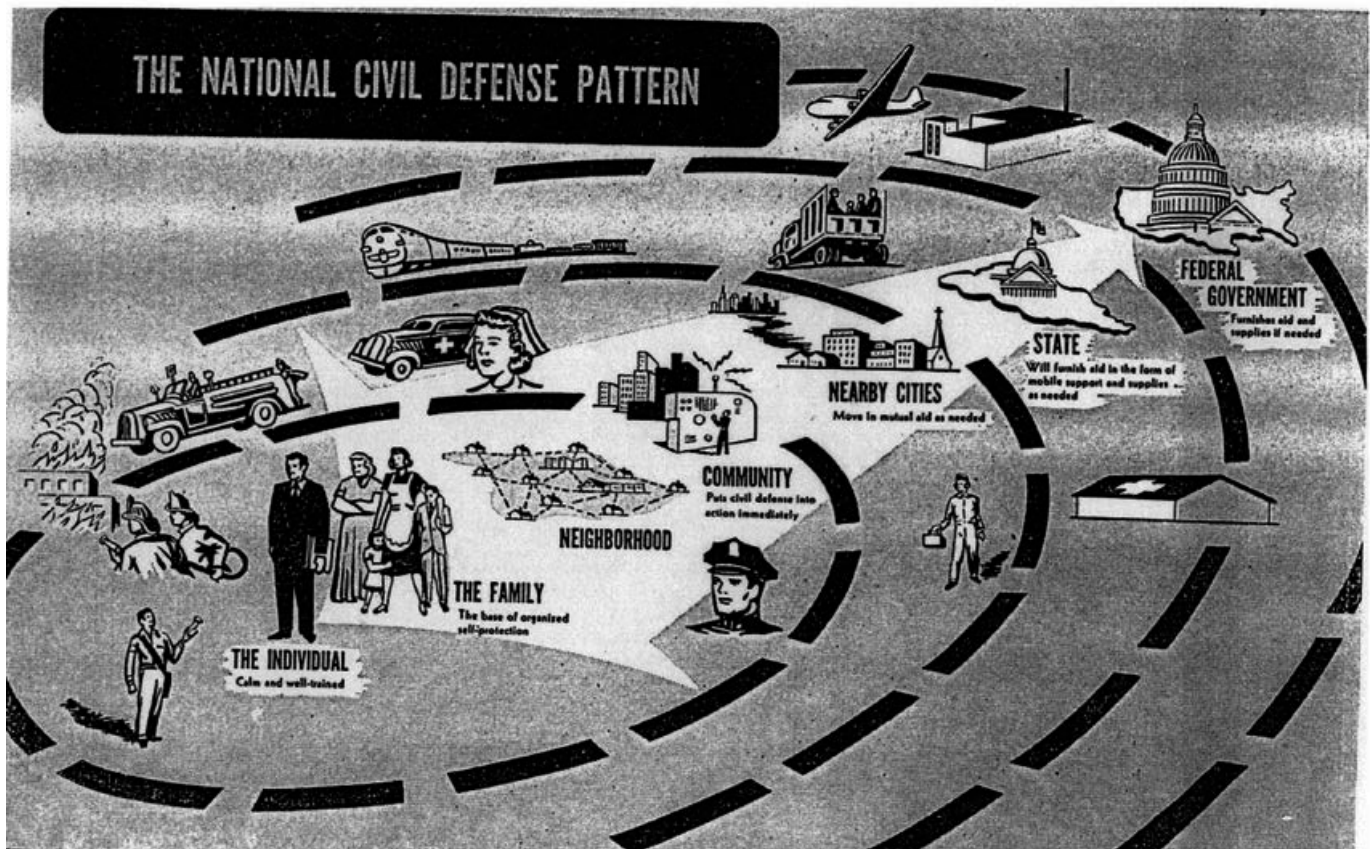
The Town Emergency Management Department Handbook



The Town Emergency Management Department (TEMD) Handbook

Contents

- A. Purpose and Scope
- B. How to Establish an Emergency Management Department
- C. The Town Emergency Management Department
- D. Local Officials
- E. TEMD Officers Positions and Teams
- F. Department Alerts
- G. The Town Emergency Operations Center (EOC)



The Federal Emergency Management Agency or "FEMA" was created in 1979. Its origins were based in the U.S. Civil Defense program. FEMA's Original motto was, PACE AC BELLO MERITA, which means "Service in Peace and War." It was meant to mobilize the entire nation for response to natural disaster, major accidents and Acts of War.

Additional Local Emergency Management Program Documents

This Handbook is a part of a series of documents that can assist you with development, maintenance and operations of the local emergency management program.

1. Local Emergency Management Director's Handbook
2. Local Emergency Manager's Resource Binder
3. Town Emergency Management Ordinance (Local Disaster Declarations)
4. Template Town Emergency Operations Plan (EOP)
5. Template Town Disaster Continuity Plan
6. Town Emergency Operations Center (EOC) Management & Operations Class
7. Town Emergency Operations Center (EOC) Status Boards

Contact the Waldo County Emergency Management Agency (EMA) to acquire copies on any of these documents. You may also find many of these documents on the County EMA website.

Waldo County EMA

4 Public Safety Way, Belfast, ME 04915

Bus. (207) 338-3870 Fax (207) 338-1890

Email: emadirector@waldocountyme.gov

Website: <http://www.waldocountyme.gov/ema>

What's in a Name?

Throughout this document, the term "*Emergency Management Department*" is used as a title for the organization that each Town should develop in order to protect the citizens of their community from harm due to natural and manmade hazards. The Town could also call this organization the "*Civil Defense Department*". Merriam-Webster defines "*civil defense*" as

"a group of people who are not part of the military but are trained to protect and help people if an enemy attacks their country or if there is a natural disaster (such as a flood or earthquake)."

Whether you use *Emergency Management Department* or *Civil Defense Department* is up to what works best in your Town.



A. Purpose and Scope

Why should a local municipal government establish a Town Emergency Management Department (TEMD)? Basically, it is because bad things can happen. Your community can experience an emergency incident or a disaster event. The community which has prepared beforehand will have the plans, procedures, polices, staffing, training, equipment and supplies it needs to effectively and quickly respond and recover from the effects of the emergency or disaster. Those communities that don't have an effective and capable emergency management program will suffer great harm and may never truly recover.

Think of a community emergency management program as a form of insurance. Like insurance, if something bad happens, you will have the resources you need to pull through and return your life to normal. A well-developed emergency management program may protect your community from harm or prevent the loss of life and property.

A Town Emergency Management Department is a community program developed and maintained to create a **culture of preparedness**, whereby all residents are involved in preparing themselves, their families and their community for emergencies and disasters. It does not have to be an expensive municipal program. However, it does need strong support from the community's elected and appointed officials, volunteers and residents of the community.

A TEMD is an official section of the Town government, like the Fire Department, Public Works Department or Sanitation Department. It should be established in municipal ordinance and supported with a municipal budget. The Town Emergency Management Director is the head of the Emergency Management Department and is appointed by the Town Select Board or Council.

Of course, there is no "department" without staff. Staffing for a TEMD will come from the residents who volunteer to serve their community, much like a volunteer fire department (VFD). However, because the type of work required in Emergency Management is not as physically demanding, many more residents are eligible to volunteer. Additionally, the training requirements are much less in a TEMD than in a VFD. Far less hours will be spent in training. However, it is important for the TEMD volunteers to meet on a regular schedule in order to build "esprit de corps" or team spirit. TEMD volunteers who do not meet on a regular basis will fade away with other interests.

DEFINITIONS

Civil Defense: All disaster preparedness, response, and recovery activities and measures undertaken to minimize the effects upon the civilian population caused by a man-made or natural disaster.

Community Lifelines: A lifeline enables the continuous operation of government functions and critical business, and is essential to human health and safety or economic security.

Continuity of Community: Capability to ensure the survivability and recovery of the community, through the efforts of its residents.

Emergency Management: A system that provides for management and coordination of preparedness, mitigation, response and recovery activities for all hazards.

Emergency: A dangerous event that can normally be managed by local public safety.

Disaster: A dangerous event that causes significant human and economic loss and demands a crisis response beyond the scope of regular public safety resources.

DEFINITIONS

Civil Authorities: Those elected and appointed officers and employees who constitute the government of the United States, the governments of the 50 States and the political subdivisions thereof.

Hazard: A dangerous event or circumstance that has the potential to lead to an emergency or disaster and that poses a threat to lives, property and the environment.

Risk: The predicted impact that a hazard would have on people, services, and specific facilities and structures in the community.

Risk Management: The identification, evaluation, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability or impact of unfortunate events or to maximize the realization of opportunities.

The Town Emergency Management Department is a vital component in the Management of Risk.

Creating and maintaining a Town EM Department is a great opportunity to build a stronger sense of community in your Town. Every resident should be invited to participate. A certain level of “fun” and “social gathering” should be built into the program. In a day and age when it seems that we are growing further apart in our communities, a TEMD can be a community service and social organization that brings residents together.

As individuals, we need to take responsibility for the wellbeing of ourselves, our families, our neighbors and our community. During large disaster events, mutual aid from neighboring communities and other states may not come. Help may not come from the Federal Government. Even if it does, it could take days, weeks or months. We need to understand that “*the cavalry is not coming*”¹ during large scale or national emergencies. It will be local resources that will be available immediately for response and recovery.

What are our hazards?

There are several hazards that result in local emergencies that are handled quite well by currently staffed public safety agencies. These include structure fires, transportation accidents, seasonal flu, grass fires, thunderstorms and petroleum spills.

However, there are some hazards that have a reasonable probability of becoming a major emergency, such as winter storms, wildfires, hazmat spills, mass shootings, and ice storms. Local public safety can be stressed during one of these events. The Emergency Management Department would be essential to assisting public safety with protection of life and property.

Finally, there are some hazards that can become a disaster, and will easily overwhelm the normal staffing of our local public safety departments. These hazards can include hurricanes, severe ice storms, solar storms, cyber-attacks on critical infrastructure, and basically anything that can cause a regional or national long term power outage. These events are low probability, but have very high consequences. These types of hazards demand a resilience that can only be provided by an involved and engaged community effort that is truly prepared for disasters.

As mentioned earlier, Emergency Management is a form of insurance. You do not expect your home to burn down, but most will not go without fire insurance. We can hope that disasters will not happen. But we cannot count on it.

¹ credited to Michael Mabee, author of “The Civil Defense Book.”

B. How to Establish an Emergency Management Department

You will be creating an EM Department from scratch. It will involve a lot of work, but it will benefit the Town in many ways. The key is to get others on board to help you out.

The following are example steps that you may need to take in order to set up the EM department.

1. Brief the Town Elected Officials on the need for an EM Department. Discuss the hazards and consequences of not preparing the Town. Use real world examples such as a long term power outage or a hurricane. Explain that this is a way to increase volunteerism and community involvement and to take a major work load off the Fire Department at a fraction of the cost.

The EM Dept can assist the Fire Dept with training and drills, communications, supplies, scene security, traffic control, medical triage, road clearance, and many other duties.

2. Request the Elected Officials place on the Town Warrant a warrant item for the voters to pass an EMD ordinance establishing an EM Department. You may also want to consider adding the authority to declare a local state of emergency to the ordinance. An example follows this section.

3. Develop an EM department budget and submit to the Town Manager/Administrator or Budget Committee. Educate the voters with a public outreach program.

The EM Dept has a much smaller per volunteer cost than Fire, Police or EMS. But they can take on roles that free up First Responders for their primary and highly technical tasks.

4. Identify space for the EM Department and the EOC. Acquire furniture, equipment and supplies for the EM Dept and the EOC, as needed.

5. Recruit a Deputy EM Director. Recruit department officers and other volunteers. You will need to use a number of methods to perform recruiting. A few are listed below.

- Briefings at Town Meetings, Select Board or Councilor meetings, and other town events.
- Recruiting tables at public events, such as sports events.
- Articles on the Town website, social media pages, and in flyers and community newsletters.
- Visits to and speeches at community organization meetings.
- Placing brochures and posters in public spaces.
- Messages on road signs and message marquis.
- Publishing information in newspaper articles, TV/radio interviews and in You Tube videos.
- EM floats and vehicles in local parades.
- Information brochures sent out in property tax bills.

The EM Dept volunteers do not require expensive personal protective equipment or many hours of training, and do not need to meet rigid physical fitness standards. This allows a much larger pool of potential volunteers.

6. Determine which day and time each month, the EM Department will meet for business meetings, equipment inspections, training events and drills.

7. Make staffing appointments. Discuss duties of each position with the person appointed. Gain approval for the appointments with the Town Manager/Administrator or Select Board/Council.

8. Work with the Town Manager/Clerk to set up process to have all EMD volunteers covered under the Town's worker's compensation and liability insurance.

Maine Title 37-B, Chapter 13, §784-A authorizes local emergency management organizations to employ any person considered necessary to assist with emergency management activities. Any person called and employed for assistance either is deemed to be an employee of the State for purposes of immunity from liability and for purposes of workers' compensation insurance.

*However, we recommend that you consider supplemental **Accident Insurance for Volunteers**.*

Maine Municipal Association or "MMA" has a program that provides medical and dental reimbursement, death and dismemberment benefits for individuals injured while performing volunteer duties for municipalities. Eligible entities must participate in the MMA Workers Compensation Fund or Property and Casualty Pool and must list ALL volunteers. The Blanket Coverage allows enrolling entities to cover all volunteers for the coverage year even if the names of all volunteers are not known at the time the enrollment application is submitted. The cost is only \$2 per volunteer per year.

Coverage is excess over the volunteer's own health care coverage. If volunteer does not have health care coverage, this coverage is primary coverage.

Benefits include Medical expense reimbursement up to \$50,000; death benefit of \$ 10,000 and dismemberment up to \$ 10,000.



9. Issue uniform shirts and personal protective equipment. (Uniforms aren't required, but are a good retention tool; add authority to the volunteers; and build team spirit.)

10. Develop a training and drill schedule. Complete training and drills. (See Section E. Training Officer and Exercise Officer for more information.)

11. Keep the Department active at least quarterly, and monthly, if possible. This will keep the volunteers active enough so they don't lose interest. It is also good to keep the Department visibly active and involved in the community. This will help recruitment and support at Town Meetings.

The State Emergency Management Law

The State Emergency Management Law is located in Title 37-B, Chapter 13 and called the “Maine Emergency Management Agency Act”. Portions of this Act define the responsibilities and authorities of the local emergency management program. *This is heavily paraphrased.*

- Section §701 establishes the Maine Emergency Management Agency (MEMA) to lessen the effects of disaster on the lives and property of the people of the State through leadership, coordination and support in the four phases of emergency management which include: mitigation, preparedness, response and recovery.
- §701 also authorizes the creation of “Local organizations for emergency management” in the political subdivisions of the State.
- §702 declares that the policy of the State is for all emergency management functions be coordinated to the maximum extent with the federal, state and other local governments, and private agencies so that the most effective preparation and use may be made of the nation's workforce, resources and facilities for dealing with any disaster that may occur.
- §703 defines "Local organization for emergency management" to mean an organization created in accordance with this chapter by local authority to perform local emergency management functions.
- §781 states that each municipality of the State must be served by a municipal agency responsible for emergency management.
- §782 states that a director must be appointed for each municipality by the elected officials (Selectperson or Councilor), but cannot also be an elected official. The emergency management director shall serve as liaison to the appropriate county agency.
- §783 states that each municipal emergency management agency shall prepare and keep a current disaster emergency plan which must include: an identification of disasters; actions to minimize damage; an identification of the personnel, equipment and supplies required to implement the plan; and recommendations to appropriate public and private agencies of all preventive measures found reasonable in light of risk and cost.
- §784 gives the local emergency management director to collaborate with other public and private agencies to develop mutual aid arrangements for reciprocal emergency management aid and assistance in case of a disaster too great to be dealt with unassisted.
- §784-A authorizes local emergency management organizations to employ any person considered necessary to assist with emergency management activities. All persons called and employed for assistance shall proceed as directed by the local organization. Any person called and employed for assistance either is deemed to be an employee of the State for purposes of immunity from liability and for purposes of workers' compensation insurance.

Example Emergency Management Ordinance of the Town of _____, Maine
Adopted by the Voters: MM, DD, YYYY

Article 1. Authority. This Ordinance is authorized under Title 30-A M.R.S.A. 3001 et seq., and as required by Title 37-B M.R.S.A., Section 782; and shall be known as the Emergency Management Ordinance of the Town of _____.

Article 2. Purpose.

A. To establish the Emergency Management Department (EMD) to ensure the complete and efficient utilization of the Town's facilities and resources during any period of proclaimed emergency.

B. To define the duties and authority of the Town Emergency Management Director.

C. To define the protocol for issuing a Town Emergency Proclamation.

D. To define the powers and authorities given to the Town Manager (Chair of Selectpersons) during a proclaimed emergency.

E. To establish the National Incident Management System (NIMS) as the municipal standard for all-hazards incident management.

Article 3. Definitions. The following definitions shall apply in the interpretation of this Ordinance:

A. **Disaster.** A natural or man-made calamitous event that results in widespread or severe injury or loss of life or damage to property or the environment, requiring emergency actions to avert danger or damage; said occurrence being of significant scope as to exceed the normal capability of the Town's resources to effectively prevent, respond to, or recover from the event.

B. **Emergency.** Emergency is defined as a natural or man-made hazardous event that threatens the life, safety, and property of the residents or visitors of the municipality or destruction of the environment; that requires immediate action to mitigate, contain or control.

C. **Emergency Proclamation.** A declaration by the municipal government that states a disaster or emergency exists or appears imminent within or impacting the Town and its occupants.

Article 4. Establishment of the Emergency Management Department

A. There is hereby established within the Town of _____, Maine, an emergency management organization to be known as the Emergency Management Department (EMD). The department is responsible for the preparation and implementation of emergency management plans to minimize injury and loss due to a serious emergency or disaster. The Town Manager (Selectpersons) may appoint additional EMD staff members, as needed.

B. The Town Council (Board of Selectpersons) shall appoint the Emergency Management Director. This appointment shall be annual and made by _____ of each year. The Town Manager (Board of Selectpersons) may remove the Director for cause.

C. The Emergency Management Director shall take an oath of office before assuming any duties, pursuant to Title 30-A M.R.S.A., Section 2526 and the _____ Town Charter.

D. The Emergency Management Department shall consist of a Director, and other volunteer members that shall be appointed by the Town Manager (Selectpersons), when deemed necessary.

E. The Emergency Management Director shall be compensated for duties rendered by an annual stipend as appropriated at town meeting.

F. The Emergency Management Director may take necessary training as provided by the Waldo County Emergency Management Agency, Maine Emergency Management Agency, and FEMA.

Article 5. General Duties. The Emergency Management Director is responsible for performing the four phases of Emergency Management; preparedness, response, recovery, and mitigation. The Emergency Management Director's duties shall include, but are not limited to the following:

A. Prepare and update a Hazard, Risk and Vulnerability Assessment and a Consequence and Gap Analysis.

B. Prepare and maintain the Emergency Operations Plan (EOP), which shall be submitted to the Town Council (Board of Selectpersons) for approval and reviewed in January of every even year.

C. Prepare and maintain a list of available disaster resources.

D. Coordinate and maintain written Mutual Aid Agreements with the approval of the Town Council (Board of Selectpersons).

E. Complete and submit applications for grants that may become available and beneficial for improving emergency management and response capabilities for the Town departments.

F. Maintain department records and submit information as required for compliance with state and federal regulations and/or guidelines.

G. Develop procedures and implement actions for the organization, staffing, activation and operation of the Town Emergency Operations Center (EOC).

H. Provide emergency management training and exercises for municipal officials, employees and volunteers.

I. Provide emergency preparedness information and education to residents.

J. Serve as National Incident Management System (NIMS) Coordinator for the Municipality.

K. Attend monthly Local Emergency Managers meetings at the County EMA.

L. Call and employ any person in an emergency management role. Any person called and employed for assistance is deemed to be an employee of the State for purposes of immunity from liability and for purposes of workers' compensation insurance pursuant to Title 37-B, Chapter 13.

Article 6. Adoption of the National Incident Management System

The Town of _____ hereby establishes the National Incident Management System (NIMS) as the municipal standard for incident management. This system provides a consistent approach for Federal, State, county and municipal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity. NIMS will utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters. All Town emergency and disaster responders, for all-hazards incident management, will utilize the NIMS Incident Command System (ICS).

Article 7. Emergency Proclamation

The Town Council (Board of Selectpersons) shall have the power and authority to issue, by written declaration, a proclamation that an emergency exists whenever a disaster or civil emergency exists or appears imminent. The proclamation may declare that an emergency exists in any or all sections of the municipal boundaries.

A. Notwithstanding the above, when consultation with the Town Council (Board of Selectpersons) would result in a substantial delay in initiating an effective response to alleviate or prevent an emergency or disaster, then the following persons shall have the power and authority to issue a proclamation that an emergency exists, in the following order of succession: the Chairperson of the Town Council (Board of Selectpersons), the Vice Chairperson of the Town Council (Board of Selectpersons), the Town Manager, and the Emergency Management Director.

B. A copy of such a proclamation shall be filed within twenty-four (24) hours with the Town Clerk.

C. The Town Emergency Operations Plan (EOP) shall be the Town's governing document for emergency response and recovery by all municipal organizations. The Emergency Management Director shall be responsible for submitting a full report to the Town Manager (Board of Selectpersons) of all actions taken as a result of the declared emergency. The Town Manager or Emergency Management Director shall report to the Town Council (Board of Selectpersons) as soon as it can be convened.

Article 8. Powers during a Proclaimed Emergency. When an emergency proclamation is in effect, the Town Manager (Board of Selectpersons) or designee shall have the following responsibilities and authorities, as he or she deems necessary, to protect life and property and to preserve critical resources within the purposes of this article. Such authorities may include, but are not limited to, the following:

A. Activate the Town Emergency Operations Center (EOC), as defined in the Town's Emergency Operations Plan (EOP).

B. Suspend normal procedures for conduct of town business, or town ordinances, if strict compliance with the procedures or ordinances would in any way prevent, hinder or delay necessary action in coping with the emergency.

- C. Utilize all available resources of the Town to cope with the disaster or emergency.
- D. Transfer the direction, assignment or functions of town employees, for the purposes of performing or facilitating emergency services.
- E. Enlist the aid of any person to assist in the effort to control, put out or end the emergency or aid in the caring for the safety of persons.
- F. Order the evacuation of persons from hazardous areas within the Town.
- G. Prescribe routes, modes of transportation, and destinations in connection with evacuations.
- H. Control ingress and egress to and from a disaster area, the movement of persons within the area and the occupancy of premises therein.
- I. Suspend or limit the sale, dispensing or transportation of explosives and combustibles.
- J. Make provision for the availability and use of temporary emergency housing.
- K. Order the termination, temporary or permanent, of any process, operation, machine or device which may be causing or is understood to be the cause of the state of emergency for which this proclamation was made.
- L. Take whatever action is necessary to abate, clean up or mitigate whatever danger may exist within the affected area.
- M. Establish and implement programs, controls, standards, priorities and quotas for the allocation, conservation and consumption of energy resources.
- N. Regulate the use of gasoline and diesel-powered equipment and vehicles.
- O. When consultation with the Town Council (Board of Selectpersons) would result in a substantial delay in initiating an effective response to alleviate or prevent an emergency or disaster, then the following persons shall have the emergency power and authority of the Town Manager (Board of Selectpersons): Emergency Management Director, Fire Chief, and Deputy Fire Chief. The provisions of this section will terminate at the end of the proclaimed emergency.

Article 9. Commitment of Town Resources during a Proclaimed Emergency

A. The Town Manager (Chair of the Board of Selectpersons) has authority to use Town funds and resources to obtain vital supplies, equipment and other items found lacking and needed for the protection of health, life and property during a proclaimed emergency without following normal purchasing, formal bid or disbursement procedures. In the absence of the Town Manager (Chair of the Board of Selectpersons), the Emergency Management Director is given this authority. Whenever possible, these actions will be taken at the direction of the Town Council (Chair of the Board of Selectpersons) unless obtaining that authority would unnecessarily delay emergency actions.

B. The Town Council (Board of Selectpersons) will be provided with a warrant for signature as soon as a majority of them are able to convene at a Town Council (Board) meeting. The provisions of this section will terminate at the end of the proclaimed emergency.

Article 10. Acceptance of Emergency Donations

A. The Town Manager (Board of Selectpersons) may accept financial, material and equipment donations during a proclaimed emergency.

B. The Town Treasurer will open a separate account for financial donations and establish an accounting system to track the contributions.

Article 11. Termination of a Proclaimed Emergency

A. When the Town Manager (Emergency Management Director) is satisfied that a disaster no longer exists, the Town Manager (Emergency Management Director) shall recommend to the Town Council (Board of Selectpersons) to terminate the emergency proclamation, or any part thereof. When consultation with the Town Council (Board of Selectpersons) would result in a substantial delay then the following persons shall have the power and authority to terminate the emergency proclamation in the following order of succession: the Chairperson of the Town Council (Board of Selectpersons), the Vice Chairperson of the Town Council (Board of Selectpersons), the Town Manager (Emergency Management Director).

B. When the Town Council (Board of Selectpersons) does not terminate the proclaimed emergency, the Town Manager (Emergency Management Director) is responsible for notifying the Council (Board) that the proclamation has been terminated.

C. Terminations of emergency proclamation shall be filed in the Office of the Town Clerk.

D. No local emergency proclamation may stay in effect for longer than five days unless renewed by the Town Council.

Article 12. Severability

Should any provisions of this Ordinance be declared invalid for any reason, such declaration shall not affect the validity of other provisions or of this Ordinance as a whole, it being the legislative intent that the provisions of this Ordinance shall be severable and remain valid notwithstanding such declaration.

Article 13. Conflicting Policies, Orders, Rules and Regulations Suspended

At all times when an emergency proclamation is in effect and any inconsistencies exists, the orders, rules and regulations made and promulgated pursuant to this Ordinance shall supersede all existing policies, orders, rules and regulations.

Example Town Warrant Article

Article 1: Shall an ordinance entitled the "Emergency Management Ordinance of the Town of _____, Maine" as identified in Exhibit A, be enacted?

C. The Town Emergency Management Department (TEMD) is an organized disaster response and recovery unit established under municipal ordinance to lessen the impact of disasters by initiating activities to prepare, respond and recover from such disasters.

The Emergency Management Department should be established by ordinance in order to provide the legal backing, legitimacy and authority of the department and its personnel.

The EM Department does not replace the services of law enforcement, firefighting and rescue. However, during disasters it completes the tasks that are outside the normal tasks of the other public safety entities. As an example, public safety agencies are typically not responsible for sheltering activities. The EMD would pick up these responsibilities. At other times, the EMD might act in support of the other services. One example would include traffic control or radio communications. The EMD could take on this role to free up firefighters for firefighting and rescue.

Emergency response and recovery is handled at the local level whenever possible. The law requires the political subdivisions (Towns and Cities) 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. During disasters, all towns in the area or state may be involved in their own series of emergency response and cannot give mutual aid. Therefore, each town is responsible for its own emergency response and recovery. Since public safety departments are not staffed for disaster events, a Town Emergency Management Department, along with a prepared citizenry would go a long way towards mitigating harm to the residents and their property.

Staffing

The Emergency Management Director is the head of the EM Department and is responsible for managing the organization and supervising its volunteer staff.

Members of a Town EM Department should be considered “town employees” for workers compensation and liability coverage. The Director will work with the elected officials to ensure that processes are established for department staff to be covered under the Town’s insurance policies.

Personnel folders should be established for all volunteer members. These folders should be kept secure and only assessable to Department leadership.

“For many year, it has been taken for granted that the State or Federal Government would save everyone following a disaster. However, experience has shown that only local government can work fast enough to save lives and property in their community. It is time for local Emergency Management to be more than one person; it needs to be a group of volunteers, much like the local volunteer Fire Department, who will step up to save their community from harm.”

Typical Personnel Records

- *Application to Join*
- *Employee’s Report of Injury*
 - *Job Descriptions*
 - *Awards*
- *Disciplinary Reports*
- *Medical Records*
- *Training Certificates*
- *Attendance Records*
- *Credential Records*
- *Photocopy of Driver’s License*

Occupational Safety (Maine Bureau of Labor Standards)

The Maine Department of Labor, Bureau of Labor Standards (BLS) enforces occupational safety and health regulations in public sector workplaces, including: state, county and municipal workplaces; public schools, colleges and universities; and quasi-government agencies such as water districts. Volunteer emergency management department volunteers fall under Maine BLS. The Emergency Management Director will need to ensure that all OSHA requirements are met for the Department and its members.

Maine BLS conducts workplace inspections of public sector worksites. Under state law, Maine Department of Labor Public Sector Enforcement Officers may enter a workplace to examine conditions that may affect the safety or health of employees.

Emergency Notification - (207) 592-4501

Public sector employers are required to report all work related fatalities, or injuries or illnesses where one or more public sector employees/volunteers is admitted to a medical facility. All incidents should be reported as soon as possible to the Maine Department of Labor at (207) 592-4501 or email: accident.bls@maine.gov. At a minimum, all fatalities must be reported within 8 hours, and hospitalizations must be reported within 24 hours.

Public sector employers must post information about the safety rights of employees/volunteers. Any public sector employee who believes there is a safety violation in the workplace may request a compliance inspection by calling Public Sector Enforcement at 207-623-7900.

BLS Training Record Requirements

BLS requires the documentation and recordkeeping required for all training and education that is commensurate with the duties employees will perform. All training forms shall have at a minimum the following information:

- Date of training or educational program
- Course title and brief description of topics covered
- Name of instructor(s)
- Course material used (i.e. FEMA, owners manual, the employer's own written program)
- Name(s) of personnel present with signatures or initials

Personnel files shall include copies of attendance sheets, certificates and other means of verification.

Members that do not attend training, must be restricted from that specific task until training is completed and documented. Training records shall be maintained for the duration of employment.

At a minimum, the EMD must maintain updated copies of the Facility Emergency Action Plan(s) and Hazard Communications program.

Minimum required training includes Hazard Communications (initial), Fire Extinguisher (annual), Video Display Terminal (initial and annual, if a computer is used), and the Facility Emergency Action Plan(s).

Facilities

The EM Department will be “bluesky” headquartered out of the Fire Station, but will train, exercise and respond at various other locations, such as the Town Office, a Community Center, a local school building or a local church or community service building.

The Emergency Management Director should have a work space in order to carry out his/her administrative duties. The Department will need to have its own personnel files, administrative files, and storage cabinet(s). The Director and staff will need to have access to computers with internet access, printers, scanners, and telephones. This administrative space and electronic office equipment may be shared with other town departments.

The EMD will need to establish facilities and locations for shelters and warming centers, mass feeding centers, communications, classrooms, warehouse supply points, medical centers and the emergency operations center (EOC).

The Town will need to determine the location of the Emergency Operations Center (EOC). This could be in the Town Office or Fire Station, but should be large enough for a dozen people to work in and carry out their duties.

A classroom is necessary for training EM Department staff, town officials and town residents. This might also be located in the Town Office or Fire Station, or classroom space may be utilized at a community school.

Space for a mass feeding center, overnight shelter or a daytime warming center might be established in a community school, a local church or a community civic center. Or you might reach out to a local community service organization, such as the American Legion, VFW, Masons, Grange, Lions Club, Elks Club or many others to use their facility as a shelter or warming center. If using a community service organization facility, you will need to sign an agreement beforehand to lay out the arrangements.

A garage or warehouse is most suited for use as a supply point. This provides climate control and security for much needed commodities during a disaster. If the Town does not own such a facility, you will need to locate a facility and sign an agreement with the owners.

If your town does not already have a radio communications towers with radio repeater equipment, you may need to establish an expedient radio communications relay site. Determine which radio operator in town has the best radio coverage; they usually are located near the geographic center and on a high hill. This person can act as a “manual repeater”, by taking messages and relaying those messages to the EOC or other emergency facility or volunteers.



Qualifications to join the EM Department. Town residents will be highly encouraged throughout the year at numerous events and through other contacts to join the Town EM Dept. An application will be filled in and submitted to the EM Director. The EM Director will get approval from the Town Manager/Administrator or Town Council/Select Board to “hire” each applicant. Qualifications will include:

- Members will be at least 18 years of age and a town resident.
- Junior Members will be at least 12 years of age and a town resident.
- Members will take an Oath to support the U.S. and Maine Constitutions.
- Members will allow a background check.
- Members must be healthy enough to participate in the role assigned.
- Members should not also be members of the Fire Department or Ambulance Service.
- Members shall submit a Family Care Plan (so that you can respond during an emergency)

Junior Members shall not be used for any hazardous tasks and shall be under the supervision of an adult. There may be times when they can work out of sight of an adult, but should work in pairs whenever possible. For example – when delivering messages by bicycle.

Uniform and Rank: There are no requirements for an Emergency Management Department to have a uniform or rank. However, these concepts can help to develop “esprit-de-corps”, which means “*a sense of unity and of common interests and responsibilities, as developed among a group of persons closely associated in a task, cause, and enterprise.*” Likewise, rank can help to build authority and responsibility, encourage leadership and reward achievement. Should you wish to utilize uniforms and rank, some suggestions follow.

Uniform. Each EM Volunteer will be issued an EM Department uniform shirt to identify them as members of the department during training, exercises and real world deployments. This will provide “esprit de corps” in order to provide a feeling of pride, fellowship, and common loyalty shared by the members of the department. It will also identify the members as official town emergency responders. A suggested uniform could include:

- Navy blue button up long sleeve shirt with American Flag patch and EMD patch.
- Navy blue ball cap with stitched “EM” letters.
- Work gloves and boots, if working in roles that require personal protection.

Rank. Each department member will be appointed a rank tied to the level of authority and responsibility of the duties and positions assigned to them. The ranks include:

- Director – Major (gold leaf)
- Deputy Director – Captain (two silver bars)
- Officer – Captain (two silver bars)
- Team Leader – Lieutenant (one silver bar)
- Team Member – Volunteer (silver “EM”)

Family Care Plan

A Family Care Plan (FCP) is a method by which an EM volunteer ensures their family members are taken care of when the volunteer is on duty during a disaster. Planning and preparations that ensure the family is okay when left behind, must be accomplished before disaster strikes. This plan shall be kept in the volunteer's personnel file.

Name of EM Volunteer	
Name of Spouse	
Contact Phone No. 1	
Contact Phone No. 2	
Physical Home Address	

Do you have children?	Yes	No
Is your Spouse also a Town EM or Public Safety Volunteer/Member?	Yes	No
If so, who will care for your children during a disaster?		
Contact Information for child care person		

Do you have enough drinking water at home?	Yes	No
Do you have enough food that can be prepared without electricity?	Yes	No
Do you have enough heat in your home during the winter in a disaster?	Yes	No
Is your home secure enough and can your family protect themselves?	Yes	No
Can your family get along without you during the duration of the disaster?	Yes	No
Can your family communicate with the EOC if telephones are out?	Yes	No
Have your family members completed Emergency Preparedness training?	Yes	No
Have your family members completed First Aid training?	Yes	No
Does your family have an evacuation plan & alternate living arrangements?	Yes	No
Do you have a generator and several days of fuel on hand?	Yes	No

If you answered "No" to any of the above questions, work with the EM Director to find ways to better prepare your family for a disaster, when you are not able to be at home.

Areas for Improvement

Town Emergency Management Department

Application to Join and Participate as a Community Volunteer

Personal Contact Information

First and Last Name	
Mailing Address	
Home Phone Number	
Cell Phone Number	
Cell Phone Carrier	
E-Mail Address1:	
E-Mail Address2:	
Call Sign (Radio Oprs)	

Emergency Contact Information

First and Last Name		Relationship	
Home Street Address			
Phone Number (Day)			
Phone Number (Night)			

Special skills that you have (check all that apply)

<input type="checkbox"/> Adult Education	<input type="checkbox"/> Shelter Management	<input type="checkbox"/> Public Info/Media
<input type="checkbox"/> Youth Education	<input type="checkbox"/> Medical Skills	<input type="checkbox"/> Water Purification
<input type="checkbox"/> Bookkeeping/Data Mgt	<input type="checkbox"/> Nursing Support	<input type="checkbox"/> Logistics
<input type="checkbox"/> Legal Profession	<input type="checkbox"/> Public Health	<input type="checkbox"/> Fuel Management
<input type="checkbox"/> Communications	<input type="checkbox"/> Veterinary Services	<input type="checkbox"/> Transportation
<input type="checkbox"/> 2-way Radio Operation	<input type="checkbox"/> Mental Health/Clergy	<input type="checkbox"/> Construction Trades
<input type="checkbox"/> TV/Radio Broadcasting	<input type="checkbox"/> Non-electrical Home Skills	<input type="checkbox"/> Engineering
<input type="checkbox"/> Fire and Rescue	<input type="checkbox"/> Agriculture/Farming	<input type="checkbox"/> Small Engine Repair
<input type="checkbox"/> Law Enforcement	<input type="checkbox"/> Food Preparation	<input type="checkbox"/> Logging
<input type="checkbox"/> Security Operations	<input type="checkbox"/> Hunting/Fishing/Trapping	

Applicant's Certification and Agreement

I understand that if I volunteer with the Town of _____, there is no contract expressed or implied for continued involvement. I certify that the above information and any attached information are true and accurate to the best of my knowledge. I understand that if I act inappropriately, in the judgement of the Emergency Management Director, my involvement with the Town may be terminated immediately.

Signature

Date

D. Local Officials

An effective town emergency management program begins with the full support and active involvement of the town's elected and appointed municipal officials. The local officials need to understand the necessity of emergency management and the shared responsibility for maintaining the safety and wellbeing of the residents of their community. They need to be supportive and proactive in building a disaster preparedness, response and recovery capability for the community.

The **Town Council** or **Board of Selectmen** shall oversee and approve all town emergency management activities. Their responsibilities include:

- Ensure that the Town has an up to date Emergency Management (EM) ordinance.
- Ensure that the Town has a current and up to date Emergency Management Director Job Description.
- Ensure that they have officially appointed the EM Director each year.
- Ensure that the approved Town Emergency Operations Plan (EOP) is current and no older than 5 years since being approved.
- Review the annual EMD budget submission.
- Provide Emergency Management policy guidance on priorities and objectives based on situational needs and the Town Emergency Operations Plan (EOP).
- Approve the expenditure of funds for emergency management, to include disaster preparedness, mitigation, response and recovery activities.
- Reassign town personnel from day-to-day duty assignments to disaster response and recovery assignments.
- Provide delegation of authority to the EOC Manager and to town Incident Commanders.
- Declare a local state of emergency, in accordance with the Town Emergency Management Ordinance.
- Review and update the Emergency Management Ordinance for Town Meeting consideration.

It is important for the Elected Officials to understand their role is during an emergency. It is not to "take charge and give orders." The Elected Officials are known as the "Policy Group" in the emergency management world. They will set policy during a disaster.

"A government policy is a rule or principle that hopefully better guides decisions, resulting in positive outcomes that enhance the community or unit. Government policies contain the reasons things are to be done in a certain way and why." -(<https://www.livecareer.com/resources/careers/planning/government-policy>)

The Town Manager/Administrator and/or Emergency Management Director will then develop procedures and protocols to see that policies are conducted in an appropriate manner. These procedures and protocols will dictate the "how," "where," and "when" of how the policies will be executed.

The Town Elected Officials will support the Emergency Management Director with decisions that need to be made that will impact the Town.

The **Town Manager/Administrator** supervises the Emergency Management Director and acts as the “Agency Representative” for all town emergency activities. In those towns without a town manager or administrator, these duties will fall on the Emergency Management Director, who will work directly under the supervision of the Board of Selectmen. The duties include:

- Keep the entire Town Council or Select Board fully informed on all emergency management activities and issues.
- Act as the Town Emergency Operations Center (EOC) Director and oversee all emergency response and recovery activities. (This may be assigned to the Emergency Management Director if there is no Town Manager or Administrator).
- Advise the Town Council or Select Board on the Emergency Management (EM) program needs and requirements, and present the EM budget.

E. TEMD Officers Positions and Teams

1. The **Emergency Management Director**, under the direction of the Town Manager or Elected Town Officials, will plan, organize and direct the town EM program, act as the municipal representative on all EM matters and supervise the EM Department. The Director's responsibilities include:



- Direct the planning, organizing and execution of local EM activities, conferring as necessary with the County Emergency Management Agency (EMA) to assure that its activities are an integral and coordinated part of the County and State EM programs.
- Attend Emergency Management training courses and workshops.
- Participate in disaster exercises to test local emergency plans.
- Maintain an EOC Staffing Pattern, make personnel assignments and create a recall roster.
- Complete and submit disaster reports and resource requests to the County EMA.
- Attend Local EM Director's Meetings hosted by the County EMA.
- Advise the Town Manager of EM program needs and submits the EM budget.
- Supervise all volunteer personnel in the EM Department.
- With the Town Manager's approval, select a Deputy Emergency Management Director.
- With the Town Manager's approval, nominate other volunteers to fill EM officer positions.
- Establish an organizational climate which demonstrates that volunteers are valued.
- Establish a volunteer recognition program.



STATE OF MAINE

To all whom these presents shall come,

Greetings:

Know ye that the Selectpersons, for the TOWN of _____, do by these Presents constitute and appoint _____ of _____, as the EMERGENCY MANAGEMENT DIRECTOR for said Town of _____.

IN WITNESS WHEREOF, I have hereunto set my hand the ____ day of _____, 20__.

Chair, Board of Selectpersons

I, _____, do swear that I will support the Constitution of the United States and of the State of Maine, so long as I shall continue to be a citizen thereof.

So Help Me God

I, _____, do swear that I will faithfully discharge, to the best of my abilities, the duties incumbent upon me as Emergency Management Director of the Town of _____, according to the Constitution and the Laws of the State of Maine.

So Help Me God

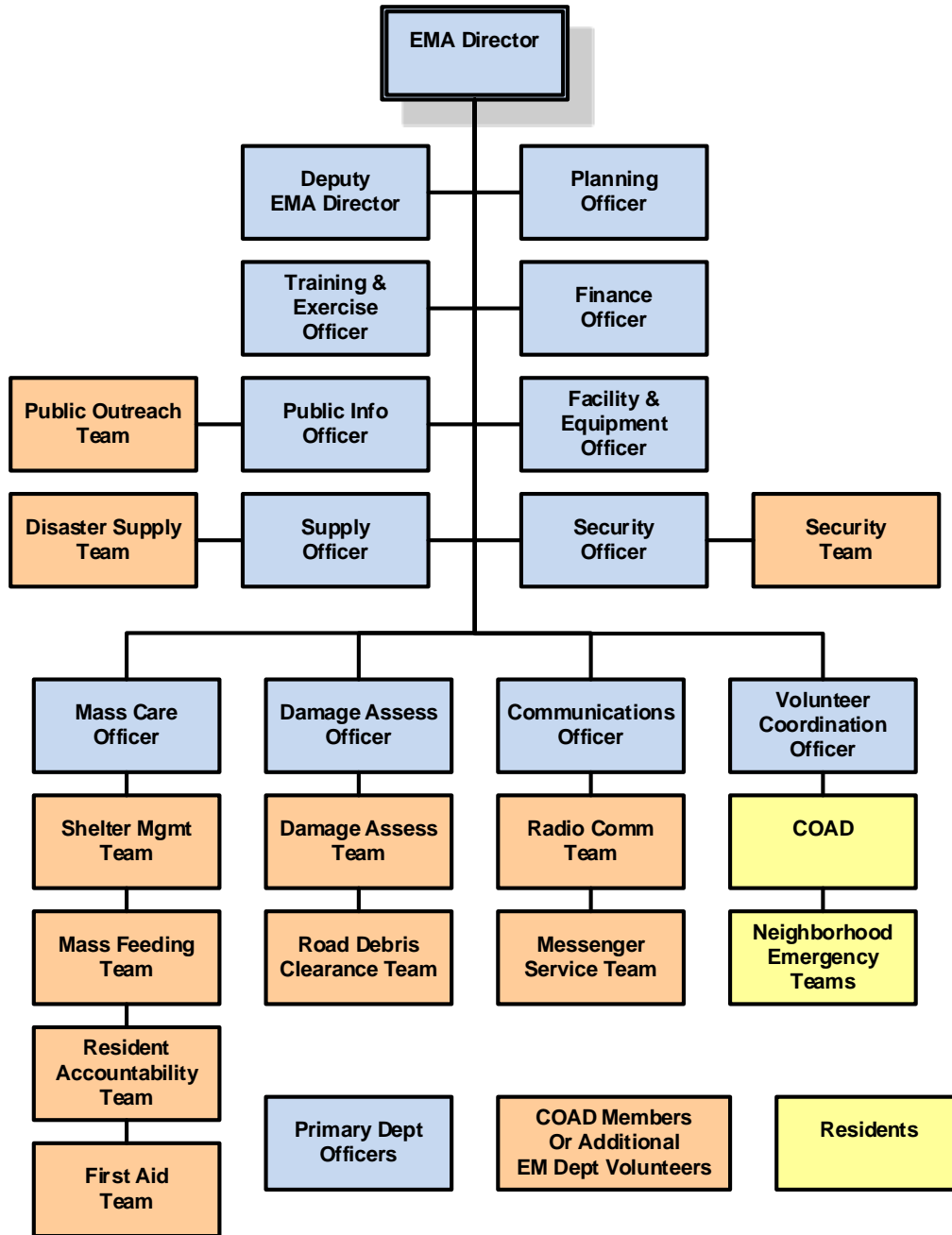
State of Maine

Town of _____, SS

On the 10th day of August A.D. 2015, personally appeared above *Dale D. Rowley*, of Winterport, Maine, in the County of Waldo, and took and subscribed the oaths presented herein to qualify him to discharge and execute the duties of Emergency Management Agency Director.

Before Me,

Town Clerk



Example Town Emergency Management Department

Initially, many of these positions will not be filled in the new Town EM Department. However, over time and with effort and perseverance, it is achievable and desired. These positions cover all of the emergency functions that will be needed during a long-term, major disaster.

The Department may start with one person, the Emergency Management Director. An active recruiting drive will bring in a few more. Once the Department gets noticed by the community and is successful during a local emergency, it could grow quickly. It is important to note, that the Department needs an active recruitment program if it wants to increase membership.

2. Deputy Emergency Management Director

The **Deputy EM Director** is the second in command of the EM Department and assists the Director with management and supervision of the Department. Duties include:

- Serve in the role of EM Director, when the Director is not available.
- Represent the Department at various meetings.
- Assist with all Department administrative duties.
- Complete all tasks as assigned by the Director.

3. Planning Officer

The **Planning Officer** is responsible for coordinating all preparedness, response and recovery plans and procedures. Duties include:

- Identify the natural and man-made hazards that could impact the municipality.
- Update the Hazard Vulnerability Assessment for the Town elected officials to sign.
- Identify and list the Town's vulnerable/special needs populations and what assistance they would need.
- Maintain and update the Town emergency response, recovery, continuity, prevention and hazard mitigation plans and operational procedures.
- Identify resource shortfalls and develop support agreements, contracts and funding to fulfill the resource needs.
- Create and maintain an Emergency Resource contact list.
- Prepare the Town Emergency Operations Center (EOC) for activation.
- Assist Neighborhood Emergency Teams with the development of Neighborhood Emergency Plans.
- Serve as the EOC Planner during an EOC real world or exercise activation.
- Serve as the 3rd in command in the Department, behind the Director & Deputy Director.

The Town EM Department should develop and maintain the following plans and procedures:

- Emergency Operations Plan
- Hazard Mitigation and Threat Prevention Plan
- Disaster Continuity Plan
- Long Term Recovery Plan
- EM Department Activation, Operation and Deactivation procedures
- Communications plans (*Communications Officer is responsible*)
- Training and Exercise plans (*Training and Exercise Officer is responsible*)
- Capital Improvement plans (*Director and/or Deputy Director are responsible*)

4. Finance Officer

The **Finance Officer** is responsible for all Department finances. Duties include:

- Assist with the development of the EM Department Budget.
- Process all purchases.
- Record all expenditures and receipts.
- Provide monthly financial reports to Department and Town Manager.
- Turn bills over to the Town Treasurer for inclusion on the Town Warrant.
- Organize and manage fundraising activities to support the Dept Reserve Accounts.

The Finance Officer will manage the Department budget, with oversight by the Director. Invoices will be submitted to the Town Treasurer for payment and will be approved on a warrant from the Selectmen/Councilors.

Example Annual Department Budget

Item	Amount
EOC Admin Supplies	\$100
EOC Phone and Internet Access (shared w/FD)	\$600
First Aid Supplies	\$100
Shelter Supplies	\$200
Personal Protective Supplies	\$200
First Aid/CPR/AED Training	\$800
Public Education	\$500
EMA/CD Uniforms	\$500
Stockpile Food and Water	\$800
Fuel for equipment	\$200
Equipment repairs and maintenance	\$500
TOTAL	\$4,500

Example Capitol Improvements

EOC Base Radio + Antenna	\$1,500
EOC Computer and multifunction printer	\$700
EOC White Boards + Maps	\$300
EOC and classroom computer projector	\$500
Shelter Manual Transfer Switch	\$2,000
Shelter Portable Generator	\$3,000
10 Portable 2-way Radios	\$2,000
Manual water pump at EOC	\$2,000

Donations

The Town EM Department, as an official department of the Town, may receive donations on its behalf, but all funds will be managed by the Town Manager/Treasurer and expenditures will be approved on a warrant by the Town Council/Select Board.

Fundraisers

Some typical fundraisers for capitol items may include: public suppers; selling disaster preparedness items; scrap metal drives; fun runs, and bottle drives.

The Disaster Reserve Fund

The Town should set aside at least \$2,500 each year for a Disaster Reserve Fund. These funds would be used by the Town during a declared disaster to pay for disaster needs not budgeted in the regular annual budget. Funds may be utilized for disaster supplies, materials, equipment, rentals, and leases. The Town Selectmen/Councilors would authorize the expenditures or authorize an amount that can be spent up to for response and recovery activities.

Disaster Duties

All disaster-related expenditures should be accounted for separately from other non-emergency transactions. The EM Department Finance Office shall work closely with the Town Treasurer to track and account for all expenditures.

5. Training and Exercise Officer

The **Training and Exercise Officer** is responsible for preparing Town EM department members, all Town EOC staff and other Town personnel through planned and organized training and exercise activities. Duties include:

- Schedule and organize EM training courses for town officials and emergency responders.
- Schedule and organize training for the EM Department volunteers.
- Schedule and organize disaster exercises and drills for Town officials and staff.
- Schedule and organize training and disaster drills that include the public.
- Coordinate with other town's EM Departments and the County EMA for joint training and exercising opportunities.'
- Maintain EM training records for all Town officials and staff.
- Develop and control town disaster exercises to test local emergency response plans.

Required Training for the EM Department Volunteers

- The EM Dept will hold monthly meetings for planning, training and drilling.
- The EM Dept will hold 2 quarterly drills and an annual field exercise.

Initial (4 hours) – all new members will receive

- The Town Emergency Management Program – 1 hour
- Disaster Preparedness – 2 hours
- Personal Protective Equipment – 30 minutes
- Hazard Communications – 15 minutes
- Emergency Action Plan for facility – 15 minutes

Annual (26 hours) Recurring planning, training, and exercising

Example schedule

Month	Topic	Duration (Hrs)
January	First Aid (every odd year)	2
	CPR/AED (every even year)	
February	Department Planning Meeting	2
March	Emergency Operations Center operations refresher	2
April	Fire Extinguisher, Hazard Communications, Video Display Terminal and 2-Way Radio Communications	2
May	Department Planning Meeting	2
June	Department Disaster Drill	2
July	Town Emergency Operations Center	2
August	Department Planning Meeting – developing Field ExPlan	2
September	Annual Field Exercise (held on Sat)	4
October	Training associated with specific job	2
November	Department Planning Meeting	2
December	Department Disaster Drill	2

Typical Planning Meetings Topics

- Fundraisers
- Brainstorming ideas for recruiting, training, exercises, equipment, and supplies
- Developing Exercise Plans
- Plans and Procedures briefings
- Update Alert and Notification information and processes
- After Action Reports
- Budgeting
- Equipment Inventories

Disaster Drill Topics

- Radio Communications Checks
- Alert and Notification
- Casualty Treatment
- Public Warning Drills
- Evacuation Drills
- EOC Internal Communications and Information Management

Extra Training topics

- Traffic Control
- Self Defense
- Firearms Safety and Marksmanship
- Chainsaw Safety
- Stop the Bleed
- Amateur Radio Technician



Key Components of a Successful Annual Field Exercise

1. Emphasize community involvement and coordination in the exercise. Include the Emergency Management Department (EMD), Emergency Services, the Emergency Operations Center (EOC), the Community Organizations Active in Disaster (COAD) and the Neighborhood Emergency Teams (NET).
2. Communicate details about the date and time of the drill, and what items each Department, Team and household should prepare in advance.
3. Plan your drill around a specific scenario. For example, decide what disaster will occur, and whether phone lines will be working, if roads will be passable, if flooding will occur, etc.
4. Develop the updated plan, document it, and re-distribute it so everyone has a copy and knows what to do in case of a real emergency situation.

6. Public Information Officer

The **Public Information Officer** is responsible for providing information to the general public, through disaster awareness, public warning and emergency information updates. Duties include:

- Utilize social media, meetings and events, message boards and other means to inform and engage the public in disaster preparedness.
- Coordinate and schedule Disaster Preparedness training for local residents, community organizations and businesses.
- Recruit and supervise a Public Outreach Team to assist with providing Disaster Preparedness training and preparedness speeches at community events.
- Work with local schools to include the instruction of emergency preparedness topics.
- Activate the public warning systems to warn the residents of an impending emergency.
- During a disaster, provide emergency information to Town residents.
- Provide the EOC with copies of Media and Press Releases.

Vision: A Resilient Community made up of Informed, Engaged and Prepared Residents; and Dedicated Volunteers involved in Disaster Preparedness and Civil Defense.

Goal: To reach, educate and engage Town residents to take action to become better prepared to mitigate, respond (at home and within the community as a volunteer) and recover from disaster occurrences.

Disaster Preparedness Training provided to Residents and Businesses

- Local hazards and threats that can cause disasters
- Development of Family Emergency Plans, to include reunification
- Produce clean drinking water
- Stockpile food to include canning of food
- Cook safely and heat homes safely without electricity
- Basic sanitation without electricity
- Important records to safeguard
- Backup electrical power options
- Communicating without telephone and internet
- Basic Radio Communications with Family Service Radios
- Know how and where to get emergency information
- Firearm Safety and Qualification
- Hunter Safety
- First Aid and CPR
- Fire Extinguishers
- Preparing for the Ham Radio Technician license test
- Basic Search and Rescue
- Establishing Neighborhood Emergency Teams
- Understanding the Town Emergency Management Department
- Shelters and warming shelters

Action Plan: Inform and prepare citizens and recruit dedicated volunteers to engage in Disaster Preparedness and Civil Defense.

- Teach Disaster Preparedness and First Aid classes to groups of residents, local school children, local community organizations, local businesses and town employees.
- News articles in the Town Newsletter and local newspapers
- Postings on town websites and social media
- Hold an Emergency Preparedness Fair at the Fire Station
- Hand out Disaster Preparedness flyers, brochures and guides
- Put up posters promoting disaster preparedness throughout Town
- Send out press releases on disaster preparedness and EMD volunteer opportunities
- Hold “Culture of Preparedness” workshops, trainings and exercises
- Submit Preparedness Reports for the Annual Town Report
- Organize Preparedness Contests at the School

Public Warning Systems

Leading up to or during an emergency, the Public Information Officer will activate the Town Public Warning Systems. These systems could include sirens, text message alerts, broadcast FM radio, social media, door-to-door visits, loud speakers, and/or phone trees.

If using e-mail or text messaging, the EM Department will need to reach out in its public outreach campaign to encourage residents to sign up and update their contact information. Let the residents know, that this will be a good way to find out what’s going on during a disaster. It will be important that the Public information Officer and staff continuously publish updated disaster information for the public.

Build a telephone tree using information from the Neighborhood Emergency Teams (NET). Contact can be made to the NET Leader, who can pass information along to the Neighborhood.

The Public Information Officer may also seek help from the Radio Communications Team and the Resident Accountability Team to help spread disaster information to the public.



Example Disaster Information

- Dangerous Areas and Evacuation Areas
- Warming Center locations and hours of operation
- Overnight Shelter locations
- Mass Feeding Sites or CPOD locations
- Alternate routes of travel or facilities that can be used
- Expected duration of power, communication and other utility outages
- Weather Reports
- Directives and Recommendations

7. Communications Officer

The **Communications Officer** is responsible for organizing an emergency communications system that can survive to operate during a catastrophic disaster. Duties include:

- Recruit volunteers to assist with the technical and operational aspects of emergency communications. Recruit Amateur Radio Operators and personnel with careers in electronic communications.
- Develop emergency communications plans and systems. Modes may include land mobile radio, amateur radio, broadcast radio, telephone, internet, sirens and runners.
- Supervise the Radio Communications Team and Messenger Service Team.
- Set up, maintain and test EOC emergency communications equipment.
- Maintain and issue portable radio equipment.
- Work with the Volunteer Coordination Officer to establish neighborhood emergency communications capabilities.
- Provide the EOC with Communications Status reports.

Radio Communications Team

- Establish a Neighborhood Ham Watch radio communications program. This should include the ability and process to relay messages.
- Develop emergency communications plans.
- Maintain and operate EMD radio equipment.
- Provide radio operators for the EOC.
- Develop civilian disaster communications plans.
- Issue key residents a CB radio to communicate with the Town EOC.
- Encourage all households to maintain a Family Service Radio with rechargeable batteries.
- During disasters, residents can contact the CB Radio Operators who contact the Town EOC or Radio Communications Team members.

Messenger Service Team

- Members should be equipped with vehicles (cars, trucks, motorcycles), recreational vehicles (ATV, snowmobiles) or pedal bicycles.
- Travel around the town during Comm-outs to retrieve or notify other members of the EM Department.
- Deliver written messages between EM facilities and teams.

Note: The Town EOC should have the capability of receiving FRS/GMRS UHF signals; CB HF signals; and public safety VHF signals. Consideration may be made to include marine and aviation bands.

Town Emergency Radio Communications Network

1. At a minimum, each Neighborhood Emergency Team (NET) will have at least one FRS/GMRS walkie-talkie radio. Even better would be for each household to own at least one or two walkie-talkies. These radios can be purchased in bulk for around \$25/radio.

2. Residents without a walkie-talkie should be made aware of who in their neighborhood has a radio. If they need assistance or have information to pass along, they should meet up with their neighbor with the radio and ask for the message to be relayed.

3. Each Town should pick its own FRS/GMRS radio channel. This will be the “call” channel, which means the primary channel which is monitored by other radio operators in Town.

4. These radios can only reach 1-3 miles, so messages will need to be relayed. The originating caller should announce their location and ask for anyone who can hear them clearly, and who is closer to the Town EOC/Fire Station. The originating caller will read off the message clearly and slowly so that the receiving radio operator can copy down the message. The message should be kept short and simple.

5. The original receiving radio operator will then announce their location and ask for anyone who can hear them clearly, and who is even closer to the Town EOC/Fire Station. The process will be repeated until the message reaches the Town EOC/Fire Station.

6. An even better method would be to have several high power UHF radio base stations with external radio antennas located around Town. These radios will need to be licensed with the FCC and will operate at GMRS base stations. These radios can receive the FRS messages and would be able to communicate directly with the EOC/Fire Station.

7. The Radio Communications Team will establish a Neighborhood Ham Watch radio communications program in order to relay messages. Amateur radio operators located in town will monitor the Town FRS/GMRS call channel to listen for residents who need assistance or want to pass information. The amateur radio operators can then transmit the message directly to the Town EOC/Fire Station or the County EOC.

8. Residents with Citizen’s Band (CB) base station or mobile radios may be able to communicate directly to the Town EOC/Fire Station. The Town EOC/Fire Station should have a CB radio base station and assign a radio operator to monitor.



8. Security Officer

The **Security Officer** is responsible for the physical protection of critical infrastructure and community lifelines. Duties include:

- Recruit volunteers to staff a Town Security Team.
- Supervise the Town Security Team.
- Organize, equip, train and exercise the Town Security Team.
- Develop Disaster Security Plans and Rules of Engagement. (Elected Officials must approve the Plans and ROE).
- Provide the EOC with Security Status reports.

Security Team

- Secure the EOC and public safety stations.
- Secure local retail gas stations and fuel tanks from theft.
- Secure local grocery/general stores and turn food supplies over to Supply Team.
- Secure local pharmacies/retail stores and turn supplies over to Supply Team.
- Secure the local health clinic.
- Secure the Disaster Supply Site/Commodity Point of Distribution (C-POD).
- Provide firearms safety training to team members and residents.
- Adhere to the authorized rules of engagement.
- Provide field reconnaissance information to the EOC.
- Provide traffic control and disaster site access entry control.
- May be a unit of the Maine State Guard, if the program were reactivated.

Note: The Security Team will not take private property and supplies without prior approval from the Town elected officials. Compensation will need to be worked out with the owner. This does not prevent the Team from protecting the property or supplies until compensation can be worked out.



9. Damage Assessment Officer

During and following a disaster event, there will be a need to determine what harm has occurred to our citizens and what type and level of damages have occurred to our local and regional infrastructure and real property. The damages will be divided into public property and private property and private property may be further subdivided into residential, agricultural and business. FEMA has two programs to deal with recovery; public assistance and individual assistance. Other government agencies will be involved in private property such as the USDA Farm Service and the U.S. Small Business Administration.

The **Damage Assessment Officer** is responsible for collecting data on damages to physical property, both public and private. Duties include:

- Recruit volunteers to staff a Town Damage Assessment Team (DAT).
- Supervise the Town DAT.
- Organize, equip, train and exercise the Town DAT.
- Organize, equip, train and exercise a Road Debris Clearance Team.
- Develop plans and procedures for the collection, assessment, and reporting of damages.
- Provide the EOC with Damage Assessment reports.
- Submit Form 7 Damage Assessment Reports to the County EOC.

Damage Assessment Team

- Travel around town and complete damage assessments of roads, bridges, powerlines, telecommunications lines, waterlines, sewer, homes and businesses.
- Determine the location and quantity of road debris.
- Investigate specific reports of residential well contaminations.
- Determine the status of area farms and their resource requirements.
- Determine the status of fuel supplies and gas stations.
- Provide updated damage assessments to EOC as situations change.
- Plot damages and incidents on a town map in the EOC.

Road Debris Clearance Team

- Trained as Sawyers to clear tree debris from roadways, homes and businesses.
- Trained as equipment operators to assist with emergency road repairs.

10. Mass Care Officer

The **Mass Care Officer** is responsible for implementing programs and activities to provide for the wellbeing of residents in need during an emergency. Needs of the public during a disaster include providing food, water, shelter and first aid. Duties include:

- Work with the Supply Officer to acquire food, water, and medical supplies.
- Work with the Facilities and Equipment Officer to establish and prepare shelters, mass feeding locations, and medical clinics.
- Recruit volunteers to staff the Shelter Management Team, Mass Feeding Team, Resident Wellness Check Team, and the First Aid Team.
- Work with local churches and other community groups, experienced in public suppers, to provide just-in-time staffing for Mass Feeding events.
- Oversee, organize, equip, train and exercise the Mass Care Teams.
- Develop plans and procedures to provide mass care during a disaster.
- Provide the EOC with Shelter Status, Feeding Status, Resident Accountability Reports, and Dead-Injured-Missing-Evacuated-Sheltered (DIMES) reports.

Shelter Management Team

- Members trained to manage a Shelter and/or Warming Center.
- Prepare simple meals at the Shelter and/or Warming Center
- Acquire cots, blankets and pillows.
- Check up on the status of the Shelter generator and ensure it is refueled.
- Account for all residents staying at the Shelter.
- Request additional food and supplies through Mass Care Officer to Supply Officer.
- Provide Shelter and Warming Center status to the EOC.
- Provide Shelter and Warming Center population census to the EOC.

Mass Feeding Team

- Acquire storage space to stockpile food stock.
- Stockpile food for use during a disaster.
- Hold public suppers to use up food nearing expiration.
- Use proceeds from public suppers to purchase more food stock.
- Assist the local food pantry when they are in need.
- Acquire dining facilities and train periodically in mass feeding.
- Provide mass feeding meals during disasters.
- Provide rationed food stock during a catastrophic disaster.
- Request additional food and supplies through Mass Care Officer to Supply Officer.
- Provide Feeding status and reports to the EOC.

Resident Accountability Team

- Develop an address listing of every home in Town with number of occupants.
- Determine which homes have people with special needs.
- Gain permission from specific residents to allow someone to check up on them.
- Assign “Road Rangers” who can physically check up on other neighbors on their street.
- Maintain an accountability and status of residents during a disaster.
- Provide resident accountability information to the EOC.
- Road Ranger will help to get the word out to the residents about what is happening.
- If unable to travel around Town, use the Radio Communications Team to assist with getting word out to the assigned Road Rangers.

Concept of a Road Ranger: One or two households along a stretch of road or within a development is assigned the role of Road Ranger. Following an emergency, the Road Ranger travels throughout the neighborhood checking up on residents to see if they are all right. They collect the information and send it into the EOC through the Resident Accountability Team or the Mass Care Manager. The Ranger can also help update other residents on disaster information. If the road or development has a Neighborhood Emergency Team, they would be a critical member of the Team. The Road Ranger should have a radio or other means to send information to the EOC.

The Resident Accountability Team will travel around Town to check on those residents not covered by a Road Ranger. They can check in with road rangers to collect the information in their areas of responsibility. Accountability Team members may also assist with moving residents to Shelters or Warming Centers if they have mobility or vehicle issues.

First Aid Team

- Act as an Auxiliary to the Town Ambulance Service.
- Provide staff support at the local health clinic.
- Support the Shelter and Warming Center with First Aid staff.
- Assist with Mass Casualty Incidents (Triage and Movement)
- Stockpile, inventory and prepare medical supplies for emergencies.

The First Aid Team is a group of volunteers with basic first aid skills who are willing to assist with medical emergencies and needs.

10. Supply Officer

The **Supply Officer** is responsible for acquiring, storing, managing and issuing supplies and materials needed for disaster response and recovery. Duties include:

- Create and maintain a Supply/Equipment Inventory list and a contact list of suppliers.
- Recruit volunteers to staff a Disaster Supply Team.
- Supervise, organize, equip, train and exercise the Town Disaster Supply Team.
- Develop plans and procedures for the management, inventory control and issue of supplies and materials.
- Work with the Facilities and Equipment Officer to identify locations for storage and distribution of emergency supplies
- Work with local gas stations to get their gas pumps set up with emergency backup power.
- Work with the local Food Pantry to manage food stock.
- Coordinate with local farms, growers and grocery stores to inventory and acquire local sources of food.
- Coordinate with local farms and growers to provide volunteer labor to assist with growing crops and taking care of livestock.
- Identify all sources of drinking water in town, such as natural springs, hand pump wells, and cisterns.
- Provide the EOC with a Current Supply/Equipment Inventory Report.

Disaster Supply Team

- Establish a Disaster Supply Site/Commodity Point of Distribution (CPOD)
- Secure, acquire, inventory and distribute supplies to residents.
- Manage a rationing program as approved by the Town elected officials.
 - Rationing program includes food, fuel, medicine and critical supplies.
- Establish an emergency public water supply.
- Manage critical generator fuel resupply.

An example Supply/Equipment Inventory List is shown on the next page. This should be filled in well before a disaster strikes. You may wish to use a spreadsheet and have additional columns that shows Make/Model, Quantity needed and on hand, and what type of method is used to acquire (rental, purchase, loan, donated, etc.)



Town Emergency Supply/Equipment Resource List

Resource Type	Resource Name	Point of Contact	24 hr Phone#
Food Stock			
Drinking Water			
Medical Supplies			
Gasoline			
Diesel			
Propane			
Heating Oil			
Motor Oil			
Generators			
Pumps			
Chainsaws			
Wood Chippers			
Logging Truck w/crane			
Dump Trucks			
Loaders			
Back Hoes			
Bulldozers			
Graders			
Transportation (people)			
Transportation (all terrain)			
Transportation (farm animals)			
Logistics Volunteers			
Mass Feeding Volunteers			
Sheltering Volunteers			
Electricians			
Building Labor			

11. Facilities and Equipment Officer

The **Facilities and Equipment Officer** is responsible for identifying and managing all facilities and equipment needed for emergency operations. Duties include:

- Provide facility and equipment support for the Town Emergency Operations Center.
- Provide facility and equipment support for the radio communications infrastructure.
- Provide facility and equipment support for the town shelter and warming center.
- Provide facility and equipment support for the mass feeding locations.
- Provide facility and equipment support for the medical clinics.
- Provide facility and equipment support for the supply and distribution sites.
- Provide facility and equipment support for the Town EM Department.
- Manage and maintain all town-owned generators and EM Dept vehicles.
- Coordinate fuel for the generators and town emergency vehicles with the Supply Officer.
- Provide the EOC a Facility and Equipment Status Report.

Facility support will come in the form of:

- Electrical repairs and maintenance
- Plumbing repairs and maintenance
- Mechanical repairs and maintenance
- Structural repairs and maintenance
- Snow Removal
- Trash Removal
- Heating Fuel
- Construction

Equipment support will include maintenance and repair of:

- Vehicles
- Trailers
- Generators
- Area lights
- Fork trucks

Travel Reimbursement: When Town EM Department volunteers are approved to use their own vehicles in official capacity during an emergency by the EM Director, the Town EMD volunteers shall be reimbursed at the state mileage rate for using their own vehicle.

Facility Agreements: Before using a facility not owned or leased by the Town, a Facility Support Agreement will need to be signed by the Facility Owner and the Town Manager/Administrator or Town Council/Select Board Chair. An example agreement is shown on the next few pages.

FACILITY SUPPORT AGREEMENT BETWEEN

Town of _____ and _____

A. PURPOSE:

The undersigned Officers hereby agree to provide emergency management aid and assistance in accordance with Maine Title 37-B M.R.S.A § 784. This support agreement will be for the use of a facility to be used as an emergency facility for local residents during an emergency situation.

B. FACILITY AND CONTACT INFORMATION

Facility Name: _____

Facility Street Address: _____

Facility Owner: _____

Facility Point of Contact: _____

24 hour contact number(s): _____

E-mail Address: _____

C. TOWN CONTACT INFORMATION

Point of Contact: _____

24 hour contact number(s): _____

E-mail Address: _____

D. USE OF FACILITY: Upon request and if feasible, the Owner will permit the Town to use the Facility on a temporary basis as an emergency facility.

E. EMERGENCY FACILITY MANAGEMENT: The Town will have primary responsibility for the operation of the Emergency Facility and will designate a Town official, the Emergency Facility Manager, to manage the emergency support activities. The Facility Owner will designate a Facility Coordinator to coordinate with the Emergency Facility Manager regarding the use of the Facility by the Town.

F. CONDITION OF FACILITY: The Facility Coordinator and Emergency Facility Manager will jointly conduct a pre-occupancy survey of the Facility before it is turned over to the Town. They will record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the Town should not use while using the Emergency Facility. The Town will exercise reasonable care while using the Facility and will make no modifications to the Facility without the express written approval of the Facility Owner.

G. FOOD SERVICES (*Delete this paragraph if not using for feeding*): Upon request by the Town, and if such resources exist and are available, the Facility Owner will make the food service resources of the Facility, including food, supplies, equipment and food service workers, available to feed the residents impacted by the disaster. The Facility Coordinator will coordinate with the Mass Care Manager to identify personnel for mass feeding at the facility. The Mass Feeding Team members will establish a feeding schedule, determine food service inventory and needs, and supervise meal planning and preparation. The Mass Feeding Team will conduct a pre-occupancy inventory of the food and food service supplies in the Facility before it is turned over to the Town.

H. CUSTODIAL SERVICES: Upon request by the Town and if such resources exist and are available, the Facility Owner will make its custodial resources, including supplies and custodial workers, available to provide cleaning and sanitation services at the Emergency Facility. Otherwise, the Emergency Management volunteers will provide for the cleaning and sanitation services at the Emergency Facility.

I. SIGNAGE AND PUBLICITY: The Town may post signs identifying the Emergency Facility in locations approved by the Facility Coordinator and will remove such signs when the Emergency Facility is closed. The Owner will not issue press releases or other publicity concerning the Emergency Facility without the express written consent of the Emergency Management Director. The Owner will refer all media questions about the Emergency Facility to the Town EOC.

J. CLOSING THE EMERGENCY FACILITY: The Town will notify the Facility Owner of the closing date for the Emergency Facility. Before the Town vacates the Facility, the Facility Coordinator and Emergency Facility Manager will jointly conduct a post-occupancy survey to record any damage or conditions. The Mass Feeding Team and Facility Coordinator will conduct a post-occupancy inventory of the food and supplies used during the Emergency Facility operation.

K. REIMBURSEMENT: The Town will reimburse the Facility Owner for the following:

1. Damage to the Facility, reasonable wear and tear, resulting from the operations of the Emergency Facility. Reimbursement for facility damage will be based on replacement at actual cash value.
2. Reasonable costs associated with custodial and food service personnel which would not have been incurred but for the Town's use of the Emergency Facility. The Town will reimburse at per-hour, straight-time rate for wages actually incurred.
3. Reasonable, actual, out-of-pocket operational costs, including the costs of the utilities (heating, electricity, waste disposal), to the extent that such costs would not have been incurred but for the Town's use of the Premise.
4. The Facility Owner will submit any request for reimbursement to the Town within 60 days after the Emergency Facility closes. Any request for reimbursement for food, supplies or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel with the dates and hours worked at the Emergency Facility.

L. INSURANCE: The Town shall carry insurance for General Liability and Worker's Compensation. The Town Emergency Management Director will be used to designate emergency employees per Maine Title 37-B M.R.S.A § 784-A.

M. INDEMNIFICATION: The Town shall defend, hold harmless, and indemnify the Facility Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the Town during the use of the Facility.

N. DURATION: This Agreement shall remain in effect for a period of five (5) years from the date of signing, at which time said Agreement may be renewed.

O. VALIDATION: Should any portion or section of this Agreement be held to be invalid by a court of competent jurisdiction, that fact shall not affect or invalidate any other portion or section; and the remaining portions of this Agreement shall remain in full force and effect without regard to the section or portion or power invalidated.

P. SUPPORT AGREEMENT SIGNATURES

Each party to this agreement agrees to adhere to any applicable laws and regulations.

No provision of this Agreement may be modified, altered, or rescinded without the approval of the undersigned.

Facility Owner

Date

Municipal Official

Date

12. Volunteer Coordination Officer

The **Volunteer Coordination Officer (VCO)** is responsible for all volunteer recruiting and for organizing the community for disaster preparedness. Duties include:

- Chief Recruiting Officer for the EM Department. Organizes recruiting drives/events.
- Promote and oversee the Neighborhood Emergency Teams program.
- Establish and facilitate a Community Organizations Active in Disaster (COAD).
- Coordinate and develop plans to utilize local businesses to support disaster relief and recovery efforts.

Department Recruiting

The Volunteer Coordination Officer will lead the effort to recruit additional volunteer members of the Emergency Management Department. This does not mean they accomplish this task alone. Recruiting is a task that all members of the Department should perform. However, the VCO will organize recruiting drives and activities to reach out to the residents of the Town and encourage them to join the EM Department.

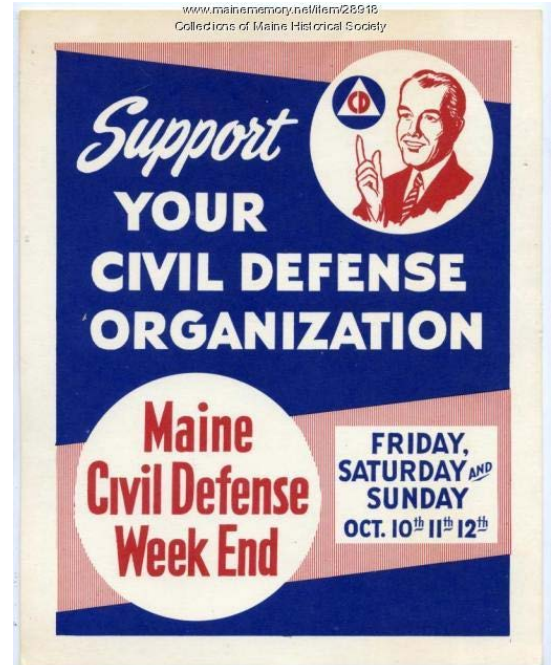
Recruiting may take place at Town Meetings, holiday parades, town festivals, sports events, school activities and at public presentations. Other recruiting efforts may include mailings, social media, local cable access programs, TV and radio public service announcements, posters and brochures in public spaces, and newspaper and newsletter advertisements.

Neighborhood Emergency Teams

One goal of the Emergency Management Department is to have all households in Town prepared for disasters. This will include most households having a Household Disaster Plan, all residents trained in personal preparedness, all households stocked with disaster supplies, and neighborhoods working together to help one another through disaster conditions. A great way to accomplish this is through the establishment of Neighborhood Emergency Teams (NET).

Residents of the Town should be split up into geographic areas of the Town, such as all the households located on a given road in Town. If a road is very long, it might be beneficial to split the road up into two or more "Neighborhoods". These neighborhoods would be the basis of a Neighborhood Emergency Team (NET). A willing individual in each Neighborhood would be selected to organize, recruit and lead the Neighborhood Emergency Team as a Neighborhood Captain.

In most situations, a NET will form slowly. The NET Captain will need to be patient and continue building the Team. Preparedness works when many neighbors take it to heart and feel ownership in the project.



The goal of a Neighborhood Emergency Team is to prepare each household in the neighborhood for disaster. Unless the majority of households are prepared, it will be difficult to have a self-sufficient, organized neighborhood. A neighborhood meeting is the easiest way to start.

The Neighborhood Captain will visit each household in his/her "Neighborhood" and encourage prospective residents to attend a NET meeting. They should leave a flyer with each household giving the date, time and location of the next NET meeting. The flyer should also contain information describing the purpose of the NET.

Select a time and location when a good number of your neighbors can gather. Neighborhood meetings work best if held within the neighborhood and in a neighbor's home. People attend and share information more openly in a less formal setting, which sets the tone for friendliness and cooperation. Neighborhoods could make the meeting more of a social occasion - like a weeknight potluck or a Sunday afternoon barbecue - rather than a business function.

The goal of the first NET meeting is to get your neighbors together, to build on the interest in disaster preparedness, and start recruiting people who have disaster related skills to help with the organizing. There will always be neighbors who choose not to become involved. You cannot force people to be prepared, but what you can and should do is keep them informed. Suggested topics for the first meeting include:

- Introductions and socialization
- Presentation on Hazards, especially Power Outages
- Distribute Household NET Packets
- Discussion of preparedness goals
- Description of volunteer roles, recruitment of volunteers
- Decide on next steps and next meeting

As the Team grows, the NET Captain should work with the Volunteer Coordination Officer to organize training for the members. NET members should be trained in first aid and simple rescue methods, emergency preparedness measures, emergency communications, utility shutoffs, and other NET activities.

NET members will identify disaster resource needs and resources; develop neighborhood emergency plans and procedures; establish radio communications; and perform first aid, rescue, accountability; personal defense and neighborhood security; and status reporting in their neighborhood.

The Neighborhood Emergency Plan should contain communications information for each household; available communication assets (such as 2-way radios); available food and water assets (hand pumps, farm gardens, long term storage, etc.); identification of those with special needs; who will perform neighborhood resident checks and inventory of residents with special skills.



Community Organizations Active in Disaster (COAD)

A Community Organizations Active in Disaster (COAD) unit is a local network of community service organizations, business organizations, faith-based organizations, educational and non-profit organizations that work together to prepare, respond and recover from major emergencies and disasters. These organizations share knowledge and resources throughout an emergency to help disaster survivors and their communities.

Each COAD member provides knowledge and expertise. COAD volunteer partners strengthen our community response to disasters through working together with other members. The quicker we respond in partnership, the quicker we can get our affected residents back on their feet.

The COAD is an umbrella organization. It does not command or supervise any organization. The member community groups send a representative to the COAD to coordinate, communicate and collaborate their preparedness, response and recovery efforts through mutual cooperation.

The COAD membership will:

- Maintain a member organization disaster recall process.
- Train all community volunteers in personal emergency preparedness.
- Accept and prepare for a COAD assigned emergency assistance roles.
- Maintain backup power for your facilities so the organization can provide disaster support.

COAD members can provide the volunteers to fill a number of Emergency Management Department teams

Example Organizations

Possible Support Assignments

Boy and Girl Scouts	Resident Accountability Team, Messenger Service Team
Woman's Club	Warming Center & Shelter Mgmt Team
Churches	Mass Feeding Team
Amateur Radio Clubs	Radio Communication Team
Lions Club/Masons/Rotary	Disaster Supply Team and Public Outreach Team
Community Health Center	First Aid Station & First Aid Team Management
Veterinary Services	Animal First Aid Team
American Legion, VFW	Security Teams
ATV/Snowmobile Club	Emergency Transportation Teams
Engineer/Construction Businesses	Damage Assessment Teams

Businesses

The economic lifeblood of any community is its local businesses. Additionally, the vast majority of the supplies, equipment, facilities and manpower are located in our business community. We need to ensure that our businesses are connected in a strong public-private relationship. The Volunteer Coordination Officer and Emergency Management Director will lead this effort.

All local businesses should:

- Maintain up-to-date business continuity plans and facility response plans.
- Train all employees in the business emergency procedures.
- Train all employees in personal emergency preparedness.
- Maintain backup power so the business can stay operating and providing services.
- Coordinate with the Town EM program to provide community disaster support.

Businesses may also provide major assistance during disaster relief and recovery operations. Examples businesses and what they could accomplish are listed below.

Businesses Supporting Disaster Recovery

<u>Name of Organization</u>	<u>Support Assignment</u>
Auto Repair, Small Engine Repair, Auto Parts	Vehicle Conversions (EMP Attack)
Marine Repair	Engine Repair
Accountants	Disaster Accounting and Record Keeping
Engineers	Damage Assessment Team Mgmt
Construction Trades	Damage Assessment & Repair Team
Earthwork and Paving Contractors	Road Debris Clearance
Gas Stations, Oil/Propane Dealers	Emergency Fuel Supplies
Generator Repair Services	Generator Repairs
Farms	Emergency Food Stock
Solid Waste Disposal Services	Commodity Reuse and Debris Removal

Neighborhood Emergency Team Questionnaire

Contact Information

First and Last Name	
Mailing Address	
Home Phone Number	
Cell Phone Number	
Cell Phone Carrier	
E-Mail Address1:	
E-Mail Address2:	
Radio Call Sign	

Household Population

Adults		Teenagers (13-17)	
Adults needing assistance		Preteens (10-12)	
Babies/Toddlers (up to 4)		Children (5-9)	
Family Special Needs			
Pets or Farm Animals			

Special skills in your Household (check all that apply)

<input type="checkbox"/> Child Care	<input type="checkbox"/> Medical Skills	<input type="checkbox"/> Construction Trades
<input type="checkbox"/> Pet Care	<input type="checkbox"/> Search and Rescue	<input type="checkbox"/> Engineering/Facilities
<input type="checkbox"/> Agriculture/Farming	<input type="checkbox"/> 2-way Radios	<input type="checkbox"/> Mechanics
<input type="checkbox"/> Food Preparation	<input type="checkbox"/> Amateur Radio	<input type="checkbox"/> Small Engine Repair
<input type="checkbox"/> Water Purification	<input type="checkbox"/> Security	

What equipment or supplies do you have that could be used in case of disaster?

<input type="checkbox"/> 1st Aid/Medical Items	<input type="checkbox"/> AM/FM Radio	<input type="checkbox"/> Hand Pumps
<input type="checkbox"/> Portable Heaters	<input type="checkbox"/> Home Repair Tools	<input type="checkbox"/> Gardens
<input type="checkbox"/> Battery Lights	<input type="checkbox"/> Chain saw	
<input type="checkbox"/> Generator	<input type="checkbox"/> Water Filters	
<input type="checkbox"/> Solar battery charger	<input type="checkbox"/> Potable Water	

Privacy Notice: This information will be kept confidentially within the confines of our defined neighborhood. However, in the event of a local disaster, this information may be shared with the Emergency Management Department entrusted to provide us aid.

Community Organizations Active in Disaster (COAD) Information Form

Name of Organization			
Contact Information	Primary	Secondary	
Contact Name			
Organization Mailing Address			
Organization Phone Number			
Organization E-Mail Address			
Contact's Cell Phone #			
Contact's Cell Phone Carrier			
Contact's Home Phone #			
For Urgent News, how do to want to be contacted?			
Facility Support Information		Yes	No
Do you have a Facility that could be used for an Emergency Role?			
If so, does your facility have emergency backup power?			
What are some emergency activities your organization can provide?			

Example Activities

Resident Accountability
 Warming Center Management
 Shelter Management
 Emergency Transportation
 Security Teams
 Tree Debris Clearance
 Volunteer Management
 Building Repairs

Messenger Service
 Radio Communications
 Computer Communications
 Damage Assessment
 Adult Instruction
 Disaster Supplies
 Search & Rescue
 Mental Health

Mass Feeding
 Public Outreach
 First Aid
 Animal Care
 Fund Raising
 Donation Collections
 Child Care
 Spiritual Care

F. Department Alerts

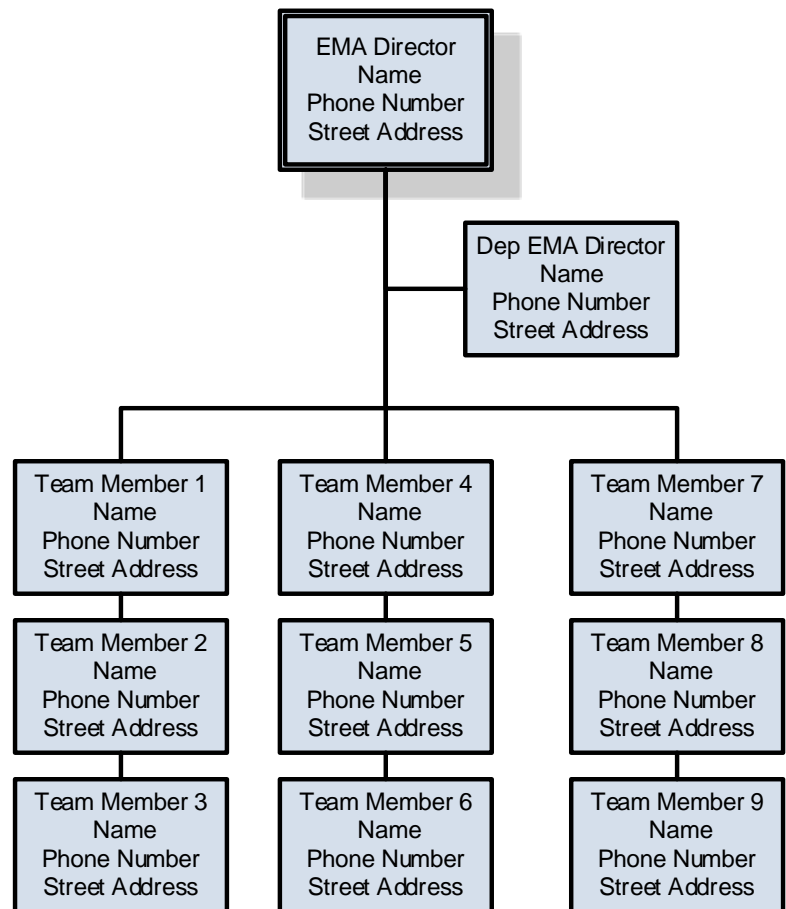
The Town EM Director may need to alert the members of the department on a moment's notice and during periods when normal telephone and internet communications could be comprised.

The Director will want to alert the Department as soon as possible. If the hazard is an approaching storm, there will be time to alert everyone and provide guidance on whether to report to the EOC or to carry out other pre-event tasks.

However, some hazards may be no notice. Members should be informed that if there is some emergency, such as a power and telephone outage, that they should self-deploy to the EOC.

Normally, Town EM Dept volunteers will be alerted by a text message or by a "Telephone Tree". The Director will want to ensure that senior department personnel have the ability to initiate a mass text recall. If texting does not reach everyone, then telephone calls will need to be made.

Should there be a "Comm-Out" or communications outage, the Telephone Tree can be used as a Physical Recall Plan. The Physical Recall Plan will include the physical street addresses for all members of the EM Department. The Director will travel by vehicle or foot to the nearest EM Department volunteer and notify them that the Physical Recall Plan has been initiated. That volunteer will take over the responsibility of carrying out the Plan. Once the Communications Officer is reached, attempts will be made to activate the Town Emergency Radio system in order to alert Department volunteers. The Communications Officer will also activate the Messenger Service Team to continue the notifications and recalls. All EM Department personnel will report to their respective emergency duty locations.



Should there be a telephone, internet and electrical outage, all members that have 2-way radios should activate their radios and report in on the Town Emergency Radio channel. All other volunteers should self-deploy on their own initiative to their emergency duty locations. Key department officers may be equipped with radio pagers, like the Fire Department.

EM Department volunteers should provide the following personal contact information when joining the department:

- Full Name
- Physical Street Address
- Postal Mail Address
- Radio Call Sign
- Landline Telephone numbers
- Cell Phone numbers
- Cell Phone Carriers for each cell phone number
- Text Messaging number



G. The Emergency Operations Center (EOC)

The EOC is the central location from which the Town can provide interagency coordination and executive decision making in support of incident response and recovery operations. The EOC will manage the Town's disaster efforts through the centralized, coordinated efforts of government officials, response agencies, and community volunteers.

The **Purpose of the EOC** is to:

- Save Lives
- Ensure Safety Actions are Implemented
- Stabilize the Incident to keep it from getting worse
- Protect the Environment
- Protect Property

Activating the EOC

Should there be a hazard event with a warning period, such as an approaching hurricane, the Emergency Management Director will want to coordinate with the Town Manager or Town Council or Select Board Chair regarding the possible activation of the EOC. The expected consequences will drive whether the Town will need to activate before or after or at all.

The Emergency Management Director should notify all the EM Department members and inform them as to the expectations for deployment and the expected missions and requirements, such as whether a warming center or a shelter may be needed.

Any emergency event, especially no-notice emergencies, that causes casualties or significant property and environmental damages such cause the activation of the EOC.

The EOC Staff

The Town EOC should be staffed by a number of town officials and volunteers who will collect and process information and provide coordination and control of resources. EOC Staff members may include:

Town Officials

Town Manager
Emergency Management Director
Fire Chief
Ambulance Director
Town Clerk/Treasurer
Health Officer
Public Works Director
Sanitation Director
Animal Control Officer

EMD Volunteers

Emergency Planner
Communications Officer
Public Information Officer
Mass Care Officer
Supply Officer
Volunteer Coordination Officer
Finance Officer
Damage Assessment Officer

EOC Documents

In order to better prepare the EOC to manage disaster operations, several documents should be developed and coordinated for the EOC. These documents will be referenced for guidance on how best to act. They are not set in stone. Providing leadership and making decisions, based on the situation at hand, will dictate what actions are taken. These documents include:

- Town Emergency Operations Plan (EOP)
- County Emergency Operations Plans (EOP)
- Operational procedures for activating, operating and deactivating the EOC
- Town Continuity of Operations/Government Plan (COOP/G)
- Mutual aid and support agreements and contracts
- Emergency resource list with 24/7 contact information
- EOC Finance Policy for emergency expenditures and accounting
- Detailed town maps

EOC Forms

Several Forms can be used to track information in the EOC and to keep the Volunteer Teams in the information loop. The Town EOC should also provide this information to the County EOC. These include:

- Log of Events
- Situation Reports
- Resource Requests
- Damage Assessment Reports
- EOC Staffing
- Open Action Items

Keeping others Informed

The EOC will need to work with other entities to ensure a good response to the emergency. The EOC should reach out to the following.

- County EOC
- Adjoining Town EOC
- Power Company
- Local School Principals and Superintendents and Principals
- Local Social Service Agencies
- Local Businesses
- Local Daycares and Nursing Homes
- The Media

EOC Situational Awareness Process

The primary purpose of the EOC will be to build situational awareness so that decisions can be made. If the EOC Staff do not know what's happening and what is needed, then appropriate actions will not take place. Along with keeping the entire EOC staff informed, situational information should also be sent to the County EOC.

The following situation information should be recorded and tracked on worksheets or on wall hung status boards.

EOC Official	Situation Information	Collection Source(s)
EOC Manager	EMD Staffing and Scheduling	EOC Staff
	Open Action Tasks	EOC Staff
	Contact Information	EOC Staff
Mass Care Officer	Casualty Status	EMS/First Aid Team
	Shelter/Warming Center Status	Shelter Manager
	Mass Feeding Status	Mass Feeding Manager
	Individual/Family Assistance	Resident Accountability
Police/Constable	Evacuation Routes	Incident Command
	Traffic Control Points	Security Team
Damage Assessment	Water/Sewer Status	Water/Sewer District
	Damage Reports – Public	Fire Dept/Public Works
	Damage Reports - Private	Residents/Businesses
Emergency Planner	Weather Reports	National Weather Service
Supply Officer	Resource Requirements	EOC Staff
	Resources Available	Town Depts/Teams
	Resources Assigned	Town Depts/Teams
	Volunteer Status	Vol Coordination Officer
	Supply Inventory	Supply Officer
Treasurer	Finances Available	Town Depts
	Expenditures	Resource Mgt
Facilities & Equipment	Generator Fuel	Generator Tanks
	Municipal Building Heating	Fuel Tanks
Public Info Officer	General Public Comments	Media, Social Media
	Media Reports	Media



EOC Equipment and Supplies

The Town EOC should be equipped by the EM Department well before a disaster to prepare the facility and utilities for a long duration event. It must be able to support a number of EOC staff who will be working from this location for many hours over a number of days, maybe weeks. It must have good communications with the Emergency Management Department personnel in the field and with the County EOC. Some typical equipment and supplies might include:

<p>Facility Conference/Training Room Tables and chairs Coffee Maker and Coffee Microwave/Hot pot Bathroom(s) 2 weeks supply of shelf stable food Water supply Generator & Transfer Switch</p> <p>Communications Landline Telephone Fax machine Cell Phone Public Safety Radio base station HAM Radio base station Internet access Television AM/FM Radio NWS Alert Radio</p> <p>Computer Equipment Desktop Computer with printer/fax/scanner USB drive or CD Rom R/W Photocopier Extension cords Surge Protectors Calculator</p>	<p>Administrative Supplies Pads of Paper Copy Paper Pens and Pencils Dry Erase board cleaner 8 oz. Dry Erase Markers Permanent black markers Post-It Pads Highlighters Staplers and staples Tape, Scotch Tape, Masking Tape, Duct Paper Clips (regular) Binder Clips (large) Clipboards Filing cabinet Digital Camera Battery-operated Lanterns Envelopes, 9"x12" Envelopes, letter Rubber bands Scissors Push pins Wall clock Trash can and bags First aid kit Extra batteries (AAA, AA, C, D)</p>
--	---

If the EOC facility (fire station or town office) has a standby generator on an automatic transfer switch, consider installing a manual transfer switch bypass and maintaining a portable gasoline generator, with appropriate pigtail connector. Should the primary generator become damaged, or you are unable to acquire fuel for the primary (propane or diesel), you will be able to use your portable generator to operate the EOC. Stockpile extra fuel, oil and filters for the generators.

Town Emergency Operations Center Staff Pattern

Shift: *Primary Staff*

EOC Duty Title	Normal Town Duty	Name	Mobile Phone #	E-Mail Address
Policy Member	Selectperson			
EOC Manager	<i>Town Manager or EM Director</i>			
Finance	Treasurer			
Emergency Planner	EM Director			
Documentation	Town Clerk			
Supply	<i>Volunteer</i>			
Individual Assistance	<i>General Assistance</i>			
Radio Communications	<i>Volunteer</i>			
Public Information	<i>Volunteer</i>			
Volunteer Coordinator	<i>Volunteer</i>			
Mass Care	<i>Volunteer</i>			
Emergency Services	Fire Chief/EMS			
Public Safety & Security	<i>Constable</i>			
Public Health	Health Officer			
Animal Health	Animal Control			
Public Works	Road Commissioner			
Damage Assessment	<i>Volunteer</i>			

Note: Some positions can be combined and others may not be needed for specific emergency events. The bolded positions are minimum positions to be filled. Italicized Normal Town Duties are suggestions for who could fill this position. Make out a 2nd staffing pattern form for additional work shifts or backup persons. Change and fill as needed. If a Town Manager is filling in as EOC Manager, then the EM Director could fill another position such as Resources.

Send a copy of the completed staffing pattern to Waldo County EMA at emadirector@waldocountyme.gov or Fax 338-1890.

