

County of Waldo, Maine



Emergency Operations Plan 2021



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DISTRIBUTION

HARD COPY DISTRIBUTION	No.
Waldo County Emergency Management Agency	1
Waldo County Emergency Operations Center	8
Waldo County Mobile Command Van	1
Waldo County Regional Communications Center	1
Waldo County Sheriff's Office	1
Waldo County Commissioners	1
City of Belfast	1
Town of Belmont	1
Town of Brooks	1
Town of Burnham	1
Town of Frankfort	1
Town of Freedom	1
Town of Islesboro	1
Town of Jackson	1
Town of Knox	1
Town of Liberty	1
Town of Lincolnville	1
Town of Monroe	1
Town of Montville	1
Town of Morrill	1
Town of Northport	1
Town of Palermo	1
Town of Prospect	1
Town of Searsmont	1
Town of Searsport	1
Town of Stockton Springs	1
Town of Swanville	1
Town of Thorndike	1
Town of Troy	1
Town of Unity	1
Town of Waldo	1
Town of Winterport	1

ELECTRONIC MAIL DISTRIBUTION

16 County Emergency Management Agencies
Maine Emergency Management Agency
Waldo County General Hospital

PROMULGATION AND EMERGENCY POWERS

Transmitted herewith is the revised Emergency Operations Plan for Waldo County. This plan supersedes any previous plans promulgated for this purpose. It provides a framework for the County to use in performing emergency functions before, during, and after a disaster or major emergency incident. All changes to this plan must be approved by the County Commissioners.

The Waldo County Emergency Operations Plan provides elected officials, emergency managers, emergency responders, volunteers and citizens with a guide to the County emergency response and short term recovery program. It consists of a basic plan, which summarizes the policies, responsibilities, and procedures used, functional annexes that cover specific areas in detail, and attachments that cover hazard-specific actions.

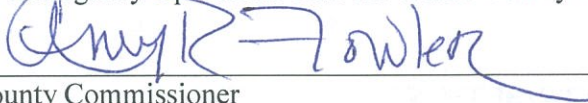



The Waldo County Emergency Management Agency is responsible for the development and maintenance of the Waldo County Emergency Operations Plan. This plan has been developed in accordance with existing Federal and State statutes and guidance. It will be tested, revised, and updated as required or within two years. All recipients are requested to advise the Waldo County Emergency Management Agency of recommendations for improvement.

The Waldo County Commissioners may request the State Governor issue a proclamation that an emergency exists under the conditions specified in Title 37-B M.R.S.A. sec. 742 within Waldo County. The proclamation may declare the fact that an emergency exists in any or all sections of the County. A copy of such a proclamation shall be filed within twenty-four (24) hours with the County Clerk.

Notwithstanding the above, when consultation with the County Commissioners would result in a substantial delay in an effective response in alleviating or preventing an emergency or disaster, the County Emergency Management Director is authorized to take whatever actions are necessary to prevent the loss of life and property in Waldo County, including activating the County Emergency Operations Center and any emergency management response teams.

PLAN APPROVAL

The Emergency Operations Plan for Waldo County has been reviewed and approved.

 County Commissioner	July 7, 2021 Date
 County Commissioner	July 7, 2021 Date
 County Commissioner	July 7, 2021 Date
 County EMA Director	July 8, 2021 Date

BASIC PLAN

I. PURPOSE

A. The purpose of this plan is to save lives, property and the environment, and to stabilize the disaster event through the engagement of the County Emergency Management Program in the most effective, efficient and safe manner possible. This plan will assign responsibility to public and private organizations for implementing the response and short-term recovery actions as identified in this plan.

II. SCOPE

A. The Waldo County Emergency Operations Plan (EOP) covers the entire geographic area of Waldo County, which encompasses 852.76 sq. mi.; 729.92 sq. mi. of land and 122.84 sq. mi. of water. The County residential population is approximately 39,715 people (U.S. Census 2019 est.) accounting for a population density of 54.4 people per sq. mi. There are 17,236 households. 13.7% of residents are considered below poverty. Age distribution from the census indicate that 4.4% of residents are under 5 years of age; 18.2% are under 18 years of age; and 23.3% are over 65 years of age.

B. There are 25 incorporated towns and one incorporated city, the shire town or county seat of Belfast. The County government consists of the Commissioner's Office, Treasurer/Finance Office, Sheriff's Office (including Corrections), Registry of Deeds, Probate Court, District Attorney's Office, Emergency Management Agency (EMA) and the Regional Communications Center (RCC).

C. The municipalities within Waldo County are responsible for tax collection, vital records, elections, general assistance, economic development, road maintenance and snow removal, refuse collection, land use planning, code enforcement, animal control, fire protection, and cemetery maintenance. Four municipalities have police departments. There are no career fire departments or ambulance services in Waldo County; all firefighters and EMTs work on either a volunteer or paid call basis. There is one hospital, which is located in the City of Belfast.

D. The county government supports a full-time Emergency Management (EM) Director and Deputy Director and a part time Planner. Each municipality in Waldo County supports a volunteer EM Director.

E. The county combines the scenic beauty of the rugged Maine coast with the lush forests and farmlands of the inland hills, yielding harvests both cultivated and wild. The top 10 employers in the County are Aethna Health, Maine Healthcare, Bank of America, Mathews Brothers, Marine Harvest, Waldo Community Action Partners, Hannaford, Sweetser and Pride Manufacturing.

F. The EOP can be activated upon direction by the County Commissioners or at the discretion of the County EM Director. The EOP is activated whenever one of the Hazards identified in the current addition of the *County Hazard Identification, Risk Assessment and Consequence Analysis Plan (HIRA/CA)* has occurred; or if the County EM Director believes that an emergency rises to the level where the portions of the EOP are needed for emergency resolution.

III. SITUATIONS AND ASSUMPTIONS

A. SITUATION

1. The municipalities within Waldo County may experience emergencies and disasters that are local, State or National in scope. For the purpose of this plan, a major emergency is defined as any incident that warrants action to save lives and to protect property, public health, and safety, and is more severe in nature and in resource requirements than a typical day-to-day emergency, such as a residential structure fire or small petroleum spill. A disaster is defined as an incident that results in severe property damage, deaths and/or multiple injuries and exceeds the response capability of the County's municipalities, thereby requiring County, State, and potentially Federal involvement.
2. The County Emergency Management Program (EMP), with assistance of its program stakeholders, has identified the hazards that impact Waldo County. These hazards include natural and human-caused events. The EMP assessed the risk by utilizing historical data, such as FEMA disaster declarations, newspaper accounts, state EMA records and local history books; geological assessments; climate data; U.S. CDC records; hazardous materials spill reports; and public comments to identify the severity of the hazards that are most likely to occur in the County.
3. The current addition of the *County Hazard Identification, Risk Assessment and Consequence Analysis Plan (HIRA/CA)* identifies the severity and probability of potential hazards, and the resulting expected level of vulnerability of people, property, and the environment. This HIRA/CA used a statistical approach to evaluate each hazard event. The evaluation studied the potential severity and likelihood, vulnerabilities, and the current preparedness of the EMP to respond to and recover. The following hazards have been identified as high priority and needing inclusion in the County EOP.

Hazard event	Ranking	Type
Long Term Power Outage	1	Natural or Human Caused
Cyber Attack	2	Human Caused
Severe Summer Weather	3	Natural
Disease Outbreak	4	Natural
Terrorism/Active Shooter	5	Human Caused
Severe Winter Weather	6	Natural
Transportation mass casualty incident	7	Human Caused
Hazardous materials release	8	Human Caused
Flood	9	Natural
Forest Fire, major	10	Natural or Human Caused

4. HAZARD IDENTIFICATION AND RISK ASSESSMENT. The County will continue to be exposed to the potential of these hazards. The risk of each is listed next, along with the geographic areas, critical facilities and populations that may be affected.

- a. A **Long Term Power Outage** could result from a significant solar storm (GMD/CME), an Electromagnetic Pulse (EMP) attack, a Cyber Attack or severe weather. Though assessed as a low-probability event, the consequences of such an incident are enormous. All community lifelines and critical infrastructure would be severely impacted or terminated. Deaths would result from lack of food, clean drinking water, fuel, medicine and medical services.

b. A new threat is that of a **Cyber Attack** on the local, regional or national internet-linked critical infrastructure. We have no experience in determining the likelihood of such an attack, however this could be a catastrophic social and economic disaster in its greatest form, by shutting down communications, the electrical power grid, transportation, water and sewer utilities, industry and commerce. This could impact the supply of food, water, heating fuel, and other supplies. Our society today is very vulnerable to the impacts of a major cyber attack.

c. **Severe Summer Weather** includes Hurricanes, Tropical Storms, Microbursts, Windstorms, Derechos and Tornadoes. Hurricanes are about a 30-year event and typically cause some immediate coastline flooding, storm water erosion to roadways and drainage systems, vegetated debris in the roads, and utility outages. Hurricane winds can cause major damage to regional overhead electrical and communication utility lines. Five Category 1 hurricanes have struck Waldo County in the past century (two within one month of one another in 1954). These events can cause a greater amount of storm surge and coastal flooding. However, much of the coastline is rocky and elevated, and damage to structures is usually limited. A Category 2 hurricane would have a 100-150 year return rate for Waldo County. Due to the large number of residences that have been constructed on coastal properties in the last two decades, this would cause far more damage than has been experienced in the past. There is a small possibility of a F1 Tornado. Since 1953 there have been approximately 120 tornadoes in Maine with a F1 tornado occurring in Waldo County, in the Town of Islesboro in 1968. Two people were injured by that tornado. Microbursts have occurred far more often. In 2006, a Microburst caused damages to forestland and knocked out power in the Towns of Liberty and Montville. Another microburst in 2007 caused damage to forestland and shut down roads in Searsmont, Lincolnville, Northport and Islesboro. In 2017, central and mid-coast Maine experienced a major wind storm that knocked out power to 75% of the County for three days.

d. Infectious **Disease Outbreaks** include severe outbreaks such as epidemics or pandemics and can be either natural, such as a SARS outbreak, or intentional, such as a terrorist attack involving smallpox. In 2020 to 2021 the World experienced the Covid19 coronavirus which is still underway. This hazard can have catastrophic social, health and economic impacts.

e. Due to the lack of a dense population or highly critical infrastructure, a **Terrorist Attack** is fairly remote, especially one involving chemical, biological or radioactive agents. An attack by a homegrown terrorist using convention explosives or small arms is conceivable on a local government building or a major public event. Another type of attack with similar results is an **Active Shooter** incident. An elementary school hostage situation did occur in the County in 2008. It may only be a matter of time before a deadly incident occurs. Violence may come in the form of a hostage taking, shooting, or bombing. The County has one college, three high schools, a high school-level technical school and 20 elementary schools. There are no police tactical teams, no K-9 bomb detecting resources, and no explosive ordnance disposal teams located within the County.

f. **Severe Winter Weather** typically strike Waldo County three or four times a decade in the form of a severe blizzard or ice storm. These storms knock down electrical and communication overhead utility lines, block roadways with debris, force some residents into shelters and overtax the municipal snow and ice removal programs. Waldo County experienced a very large and lengthy utility outage during the Ice Storm of 1998 and a shorter duration storm in 2013. An outage that encompasses many municipalities is likely to occur once a decade; numerous smaller outages due to winter weather occur several times annually.

g. A **Transportation Mass Casualty Incident** (MCI) is the event most likely to cause multiple death and injuries in Waldo County. School buses loaded with up to 72 children travel nearly every mile of road in the County five days every week. Tour buses increase dramatically in the summer months. Combined with increasing truck and passenger traffic, it is only a matter of time before such an incident occurs. Less likely, but still as deadly, is the possibility of an MCI involving water-borne craft and aircraft. Waldo County is a coastal county with a great deal of commercial, industrial and private boating and shipping. The City of Belfast and the Town of Islesboro both maintain general-aviation airfields. Major commercial and military air routes pass over the County, which is also on the final approach for Bangor International Airport in Penobscot County.

h. A **Hazardous Materials Release** is considered likely to occur. Currently, there are three hazardous materials (hazmat) sites with extremely hazardous substances (EHS) which have offsite consequences, located in Waldo County. There have been numerous hazmat spills at these EHS facilities, yet most have been very small and have been dealt with by on-site response teams. However, the transportation of hazardous materials is expected to increase along state-maintained highways. Combined with the impact of a large increase in general and tourism traffic, a serious highway hazmat incident is very likely. Spills of petroleum products occur regularly. This is considered an environmental quality issue and not typically a life-threatening situation. An Explosive hazardous materials incident caused an accident involving energy, industrial or transportation assets would most likely create mass casualties and damage to structures and infrastructure. There have been no casualty-causing explosions in Waldo County for many years. The most likely source for an explosion would be due to an emergency release of propane, natural gas or some other petroleum product. There are two petroleum pipelines that pass through the County, neither of which are located in high density areas. There is also a seaport at Mack Point in Searsport that offloads large quantities of petroleum. Again, this is located in a low-density area.

i. **Flooding**, to some degree, is a bi-annual event. Every few years, spring runoff from melting winter snows usually damage some municipal-maintained roadways and storm drainage systems. Severe flooding, such as that caused by a dam breach or ice jams, that could damage a large number of residential, public, commercial or industrial facilities, is unlikely. There are few structures located in flood zones. The hilly topography of the County does not result in any major floodplains.

j. **Forest fires** are a typical event in the spring, late summer and fall in Waldo County. These wildfires are usually limited to areas under 5 acres. However, the possibility exists that a far larger forest fire could occur, similar to the wildfires that burned several Maine towns to the ground and killed 15 people statewide in 1947. In May 2001, Northport experienced a 100 acre fire. In the spring of 2015, a 50-acre forest fire occurred in the Town of Searsmont. Very few firefighters in the County have official wildland fire training, or wildland personal protective equipment necessary to fight the worst case wildland fires. There are nine brush trucks among the 25 fire departments.

5. **EOC CONTINUITY:** The Waldo County Emergency Operations Center (EOC) was constructed in 2011 and went into service in January 2012. The building is not located in a flood zone, nor near or downstream of any waterbodies. It is located near woods, but this area contains less than 10 acres and is surrounded by suburban development. The building was designed to survive a Category 3 hurricane which is a 200-400 year event. The facility has two stationary propane-fired generators and 1,600 gallons of propane. The critical components of the facility can also be run on a trailer-mounted 25 kw diesel generator, which is located on site. The facility is located about ½ mile from U.S. Route 1. The primary hazards to which the EOC is vulnerable is a pandemic, a violent attack or a long term loss of power.

6. HAZARD CONSEQUENCE: Waldo County EMA has analyzed the consequences of the top ten hazards identified for inclusion in the EOP. Several hazard events have been grouped due to their similarity in effects and features, such as time of the year. For example, hurricanes, tornadoes and microburst have been combined into a hazard category called Severe Summer Weather. The consequences to public and private entities and people have been reviewed. The following chart demonstrates the type of consequences that exist which each type of potential hazards that Waldo County might experience.

Hazards	Deaths	Injuries/Sickness	Road Damages	Homes Damaged	Business Community	Public Buildings	Power/Phone Outage	Water Availability	Fuel Availability	Real Estate/ Environment	Crop Damage	Financial System
Long Term Power Outage	X	X		X	X	X	X	X	X		X	X
Cyber Attack	X				X		X	X	X			X
Hurricane (Summer Weather)	X	X	X	X	X	X	X	X	X	X	X	X
Tornado/Wind (Summer Wea)	X	X		X	X	X				X		
Epidemic/Pandemic	X	X			X							X
Active Shooter (Terrorist)	X	X										
Severe Winter Weather	X	X	X				X	X	X	X		
Transportation Accident (MCI)	X	X										
HazMat Release (EHS)	X	X								X		
Explosion (HazMat)	X	X		X	X	X	X		X			
Fire (Wildland/Forest) *1947	X	X		X	X					X		
Flooding			X	X	X							

B. ASSUMPTIONS

1. Hazard events identified in this plan will occur, along with incidents that have not been identified and profiled. Having a basic comprehension of the emergency management processes, facilities, resources and responsibilities will help the EOC staff to work successfully through any incident.
2. A disaster event may occur with little or no warning, and may escalate far more rapidly than the ability of any single local response organization or jurisdiction to handle.
3. The initial response to a disaster event will be chaotic; lacking a clear understanding and a lack of information. The purpose of the EM program is to reduce the amount and duration of the chaos and confusion.
4. Municipal governments within the County have emergency plans in place and will staff EOCs. However, the municipal EOC staff are not well trained or experienced in these plans and procedures.

5. The initial County EOC staff will be the County EMA staff. As it is determined that more personnel are needed; the County EMA Director will contact the County Commissioners and request that additional County staff will augment the County EOC.
6. County and municipal officials have read and understand the County EOP, understand when it is activated and comprehend the concept of operations.
7. County government officials recognize their responsibilities regarding public safety and will assume those responsibilities in the implementation of this EOP. Positions have been created within the County EOC and will be filled as needed by County employees and volunteers.
8. It is assumed that State and Federal resources will be available after a period of time to assist with the response and recovery. In the case of the Long Term power Outage, support from the State and Federal governments may be severely limited.
9. Emergencies generally occur at the local level and may affect one or more communities. The cumulative effect or geographic distribution determines whether a state disaster will be declared. Waldo County must demonstrate approximately \$152,000 in public damages in order to request a Stafford Act Public Assistance (PA) Presidential disaster declaration, which would be done through the Governor of Maine, with the assistance of the Maine Emergency Management Agency.

IV. CONCEPT OF OPERATIONS

A. ACTIVATION

The Waldo County EMA Director is accountable to the County Commissioners and reportable to the MEMA Director for decisions and actions taken, to include activation of the County EOP and EOC. The Waldo County Commissioners are legally responsible for all functions of the County government. The County Commissioners have delegated to the Director of the Waldo County EMA the authority to activate and terminate this emergency plan and to activate and deactivate the County EOC during an emergency or disaster. They have also made it a policy that the Deputy EMA Director may act on behalf of the EMA Director, when the EMA Director is not available. Through a mutual aid agreement between the County EMA Directors, and with special permission from the County Commissioners, a director from another county may activate the Waldo County EOC when the Waldo Director and Deputy Director are not available.

B. SEQUENCE OF ACTIVITIES

1. Under most circumstances, response to emergencies is initiated at the municipal level and local resources are the first to be committed. Use and coordination of resources and management of the situation are a local public safety responsibility. Municipalities' first-response agencies may request assistance from neighboring mutual aid partners. All municipalities in Waldo County have signed the Waldo County Fire Protection Mutual Aid Agreement. All of the ambulances services have signed the Waldo County Emergency Medical Services Mutual Aid Agreement.
2. When multiple municipalities are involved or when local resources are not enough, the County EMA will coordinate information from the communities involved, arrange for assistance from within the County, maintain emergency communications, and report data and requests for further assistance directly to the State EOC.
3. With the support of relevant county and local agencies, and through its communications network, the County EMA is responsible for the central collection, organization, evaluation and documentation of situational and damage assessment data.
4. Heads of County departments are responsible for emergency functions as specified in this plan. Department heads retain control over their employees and equipment. Each department is required to develop standard operating guidelines (SOGs) to follow during response operations.

C. EMERGENCY DECLARATIONS

1. The Waldo County Board of Commissioners do not have the authority to issue a local emergency declaration. None of the municipalities in Waldo County have enacted ordinances which give them the authority to issue a local emergency declaration. As such, the County EMA Director, with approval from the County Commissioners, will request, through the Maine Emergency Management Agency (MEMA), that the Governor of the State of Maine issue an emergency declaration for Waldo County.
2. The request will include what authorities are being sought in conjunction with the declaration. These authorities are listed in *M.R.S.A Title 37-B: Defense, Veterans and Emergency Management, Chapter 13: Maine Emergency Management Agency, Subchapter 2. State Emergency Management Provisions, §742. Emergency Proclamation.*

3. The emergency declaration will state who will be assigned to carry out the requested authority. In most cases, it will either be the County Sheriff or the County EMA Director. Enforcement of the emergency declaration as it relates to violators will be handled by duly sworn law enforcement officers.

D. LIABILITY

1. ***M.R.S.A. Title 14: Court Procedure – Civil, Chapter 741:*** The Maine Tort Claims Act covers all government employees, who are defined as, “*a person acting on behalf of a governmental entity in any official capacity, whether temporarily or permanently, and whether with or without compensation from local, state or federal funds.*” This includes elected and appointed officials; volunteer firefighters; emergency medical service personnel; members of the Maine National Guard but only while performing state active service; sheriffs' deputies; and persons performing search and rescue activities when requested by a state, county or local governmental entity.

2. ***M.R.S.A. Title 37-B - §822. Immunity:*** covers the State and any of its agencies or political subdivisions; and personnel called forth by a State, county or municipal Emergency Management Director for liability. The persons called forth can be volunteers. Owners of facilities being used for emergency shelters are also covered.

E. REQUESTS FOR ASSISTANCE

1. Should local resources be inadequate during emergency operations, assistance will be requested according to mutual aid agreements and understandings negotiated during the emergency. Assistance may take the form of equipment, supplies or personnel. Assistance may come from other jurisdictions, the private sector or voluntary organizations. All agreements and understandings will be entered into by appropriate officials and formalized in writing whenever possible.

2. When it is determined that an emergency is beyond the control and resources of County government, a request will be made from the County EMA to MEMA. The Governor may declare that a disaster exists within certain or all parts of the County and that State resources will be made available to save lives, protect property and aid in disaster recovery. The Governor may delegate authorities, such as the power to order evacuations, to the County EMA Director or County Sheriff.

3. The local Emergency Management Director or Incident Commander will complete a MEMA Request for Resources form or a Form #1—Maine Emergency Request for Assistance and forward this information to the County EOC or EMA Director. The Waldo County EMA will consolidate and prioritize all resource requests and forward this information to MEMA.

F. INTERJURISDICTIONAL RESPONSIBILITIES

1. Local: By state statute, each municipality is responsible for the development of a municipal emergency operations plan (EOP). The chief elected officials are responsible for the safety and welfare of the residents of their jurisdiction. The County EMA shall be responsible for disaster preparedness and the coordination of emergency response and recovery actions between the State EOC and the municipal EOCs, as well as between the local municipalities within the county. MEMA will plan and coordinate with other state agencies, county EMAs and the Federal Emergency Management Agency (FEMA).

2. State: The State is divided into sixteen counties, each with a County EMA director who coordinates the emergency management activities between the municipalities within the county and serves as a key contact for MEMA.

G. CONTINUITY OF OPERATIONS

The lines of succession for the Waldo County government begin with the County Commissioners. Legally, there is no line of succession after the Commissioners. If for some reason none of the Commissioners are available to provide policy direction, then each Waldo County department will need to oversee its own operations. In an emergency, the County EOC, managed by the EMA Director, will coordinate the actions of each county department. Each department or agency's line of succession is established in its own procedures. More information may be found in the Waldo County Continuity of Operations and Government plan.

H. EMERGENCY FACILITIES

1. Waldo County's primary EOC location is at the EMA office in the County Public Safety Building off Congress and Miller Streets in Belfast. The County Sheriff's Office is in the same building. The Regional Communication Center (RCC) is located nearby off Miller Street. The EOC has access to a kitchen, bathrooms, shower and laundry facilities and is supplied with electricity by two propane generators (100 kw and 30 kw). A trailer-mounted diesel 25kW generator may be used should the 30 kW propane generator fail.

2. The County RCC may be used as an alternate, on-site EOC if the EMA office is evacuated. The alternate off-site EOC is at the University of Maine Cooperative Extension Office, on the Belfast Road in the Town of Waldo. The RACES Radio Truck, the Mobile Command Post, and the EMA Jeep will be used to augment communications at the Alternate EOC. An agreement authorizing the use of the Extension Office as an alternate EOC was renewed in 2019.

3. The County RCC handles all 911 calls and all of the public safety dispatching within the County (excluding Lincolnville FD for dispatching). In an emergency, the Knox County RCC can cover the calls and dispatching for Waldo County.

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. The County Sheriff's Office, RCC and EMA have emergency functions that complement normal duties. Each department will develop and maintain its own SOPs for emergency operations.

B. The County EOC is staffed by employees of the County of Waldo and local volunteers. An EOC assignments list is located in the Waldo County EMA computer files under W:\8 - Direction & Control\EOC Ops. The EOC staff members are trained by the County EMA in their EOC duties and in the National Incident Management System (NIMS).

C. The primary function of the County EOC will be to acquire situational awareness; alert and notify local emergency management personnel and teams and local emergency services chiefs; request and manage resources; and coordinate the response by resources within Waldo County.

D. AREAS OF RESPONSIBILITY: The County EOP identifies and/or assigns specific areas of responsibility for performing functions in response to an emergency or disaster. Areas of responsibility addressed include the following:

Specific Areas of Responsibility	Cnty EOC	Cnty SO	Cnty RCC	State Govt	Muni Govt	Private
Administration and Finance	P	S	T	P	P	T
Agriculture and Natural Resources	S	T	T	P	S	T
Alert and Notification	S	T	P	P	S	T
Communications	P	S	P	P	S	T
Critical Infrastructure/Key Resource Restoration	S	T	T	S	S	P
Damage Assessment	S	T	T	S	P	P
Debris Management	S	T	T	P	P	P
Detection and Monitoring	S	S	S	P	S	S
Direction, Control and Coordination	P	S	S	P	P	T
Donation Management	S	T	T	P	T	T
Emergency Public Warning and Information	P	T	S	P	S	T
Energy and Utilities Services	S	T	T	S	S	P
Fatality Management and Mortuary Services	S	S	T	P	T	T
Firefighting/Fire Protection	S	T	S	P	P	T
Hazardous Materials	S	T	T	P	S	T
Human Services (Assistance)	S	T	T	P	P	S
Human Services (Food, Water, Commodities)	S	T	T	P	P	S
Incident and Needs Assessment	P	S	S	P	P	T
Information collection, analysis & dissemination	P	S	S	P	P	T
Law Enforcement	P	P	S	P	P	T
Mass Care and Sheltering	P	T	T	P	S	P
Mutual Aid	P	T	T	P	P	T
Population Protection (Evacuation)	P	S	S	P	P	T
Population Protection (Shelter-In-Place)	S	T	S	S	P	S
Private Sector Coordination	P	T	T	P	S	P
Public Health and Medical	S	T	S	P	P	S
Public Works and Engineering	S	T	T	P	P	S
Resource Management and Logistics	P	S	S	P	P	S
Search and Rescue (Wildland)	S	S	S	P	S	S
Search and Rescue (Urban)	S	S	S	P	S	S
Transportation Systems and Resources	S	S	T	P	P	S
Volunteer Management	P	T	T	P	S	S
Warning (Public)	P	S	S	P	P	S

P = Primary S = Secondary T = Tertiary

Those Areas of Responsibility that the County EMP has primary responsibility are highlighted.

E. LOCAL RESPONSIBILITIES

1. COUNTY GOVERNMENT: The County of Waldo maintains the Sheriff's Office, Regional Communications Center (RCC) and the Emergency Management Agency (EMA). The Sheriff's Office provides the primary law enforcement coverage for 22 of the 26 municipalities in the County. They provide secondary coverage in the other four municipalities. All 911 services and emergency service dispatching is accomplished by the County RCC. Because the County is the lowest level of government that operates a fulltime paid emergency management staff, the County EMA is responsible for public alerting and information, emergency backup communications, operating an EOC, and activating overnight emergency shelters. County government in the State of Maine does not have the authority to enact laws, such as ordinances.

a. ELECTED OFFICIALS: The Waldo County Board of Commissioners consists of three elected officials each representing a section of the County. The Commissioners have the authority to authorize the expenditure of funds from County Accounts; reassign County Employees to disaster roles, and to authorize overtime for county employees. They will also authorize a request for an emergency declaration from the Governor and will coordinate with other Elected Officials (Federal, State and Municipal).

b. HIGH SHERIFF: The High Sheriff of each County is the only law enforcement officers identified in the State of Maine Constitution. During a disaster, the Sheriff will manage and/or coordinate all law enforcement resources and operations within the County. This will include the evacuation, traffic control, restricted access and re-entry, and security operations. The Sheriff during times of war or a state of emergency may appoint special deputies to augment the Sheriff's Office.

c. EMERGENCY MANAGEMENT: The County EMA Director is responsible for preparing the County to respond and recover from a major emergency or disaster. The Director will prepare and manage the County EOC on behalf of the County Commissioners. The EMA office maintains public warning and information systems that will be used to warn the public of dangers and to provide recommended courses of action to the public. The EMA Director may activate Emergency Management volunteers, mutual aid agreements, and standby contracts. The Director may "employ" unaffiliated volunteers to assist with the response activities. The County EOC will coordinate actions and resources between the individual municipalities and between them and the State EOC.

2. MUNICIPAL GOVERNMENT: The municipal governments in Waldo County are responsible for fire protection and emergency services, road repairs, general assistance, refuse collection, land use regulation, animal control, and economic development. Several municipalities manage emergency medical services (EMS) while others are covered by non-profit EMS entities. All debris management, field damage assessment collection, rescue, human services, and public health activities are managed by the municipalities. All municipalities have a volunteer Emergency Management Director and maintain a small EOC. Four municipalities also operate their own police departments. Municipal government in the State of Maine do have the authority to enact laws, such as ordinances.

VI. ADMINISTRATION, FINANCE AND LOGISTICS

A. The County Commissioners have assigned the Waldo County EMA Director the responsibility for coordinating response to a multi-jurisdictional emergency and assisting in appropriate recovery efforts. This plan will be activated and terminated at the discretion of the EMA Director in consultation with the County Commissioners.

B. Responsibility for submitting reports to MEMA rests with the County EMA Director. County agencies and municipalities are responsible for providing reports on response activities, damages, and other related topics to the County EOC.

C. Records of expenditures and financial obligations in emergency operations are maintained by County Departments and municipalities using their own bookkeeping procedures. All receipts and bills relating to the emergency will be forwarded to the County EOC. The County Finance Office is responsible for the overall financial program for the County of Waldo government during a disaster.

D. The County Commissioners have established a reserve account called the Disaster Recovery Fund (Account 0263). The County Commissioners voted on July 8, 2008, to give authority to the County EMA Director to utilize the Disaster Recovery Fund at his discretion. Funds will be disbursed by the County Finance Office. The County EMA Director will contact the County Commissioners at the first opportunity to report on any expenditures. Accounting will be accomplished using existing County accounting procedures. Funds may be utilized for disaster supplies, materials, equipment, rentals, leases and employee salaries.

E. The County Commissioners have established a reserve account called the Emergency Shelter Reserve Account (Account 0253). The County Commissioners voted on July 8, 2008, to give authority to the County EMA Director to utilize the Emergency Shelter Reserve Account at his discretion. Funds will be disbursed by the County Finance Officer. The County EMA Director will contact the County Commissioners at the first opportunity to report on any expenditures committed. Accounting will be accomplished using existing County accounting procedures. Funds may be utilized for emergency shelter operational costs such as shelter supplies, materials, equipment, rentals and facility leases.

F. During a Presidential declared disaster, FEMA will reimburse county and local disaster response expenditures at 75%. The State may reimburse expenditures at 15%. Reimbursements may also come from hazardous material spillers, should those materials be involved in the incident. Further details may be found in the latest version of the EMA *Department Procurement Policy*, the *Department Expenditure Policy* and the September 2020 *MEMA Subrecipient Grant Guidebook*.

VII. PLAN DEVELOPMENT AND MAINTENANCE

A. A continuous file of recommended changes or improvements will be maintained by the Waldo County EMA. The EMA Director will review this plan annually and ensure that all procedures, policies, data and responsibilities are current and reflect actual assignments. Others who note deficiencies in this plan should summarize those deficiencies in writing and submit the summary to the Waldo County EMA Office.

B. This plan will be updated at least every two years with continued public participation to ensure that it remains up to date and pertinent.

VIII. AUTHORITIES AND REFERENCES

A. AUTHORITIES

- Waldo County Commissioners Executive Order Implementing NIMS
- Waldo County Commissioners Policy Delegating Responsibility to the EMA Director
- MRSA Title 30-A: Municipalities and Counties, Chapter 7: Emergency Management
- MRSA Title 37B: Chapter 13, The Maine Emergency Management Act, as amended
- MRSA Title 14: Court Procedure – Civil, Chapter 741: Tort Claims
- Public Law 920-81, the Federal Civil Defense Act of 1950, as amended
- Public Law 99-499, the Superfund Amendments and Reauthorization Act of 1986
- Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act
- 29 CFR 1910.120, Hazardous Waste Operations and Emergency Response
- Homeland Security Act of 2002, Public Law 107-296, as amended
- Post-Katrina Emergency Management Reform Act of 2006, Public Law 109-295
- Homeland Security Presidential Directive 5, Management of Domestic Incidents
- Homeland Security Presidential Directive 8, National Preparedness

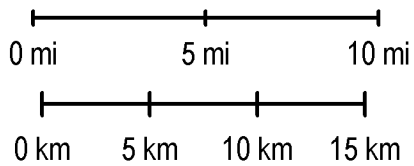
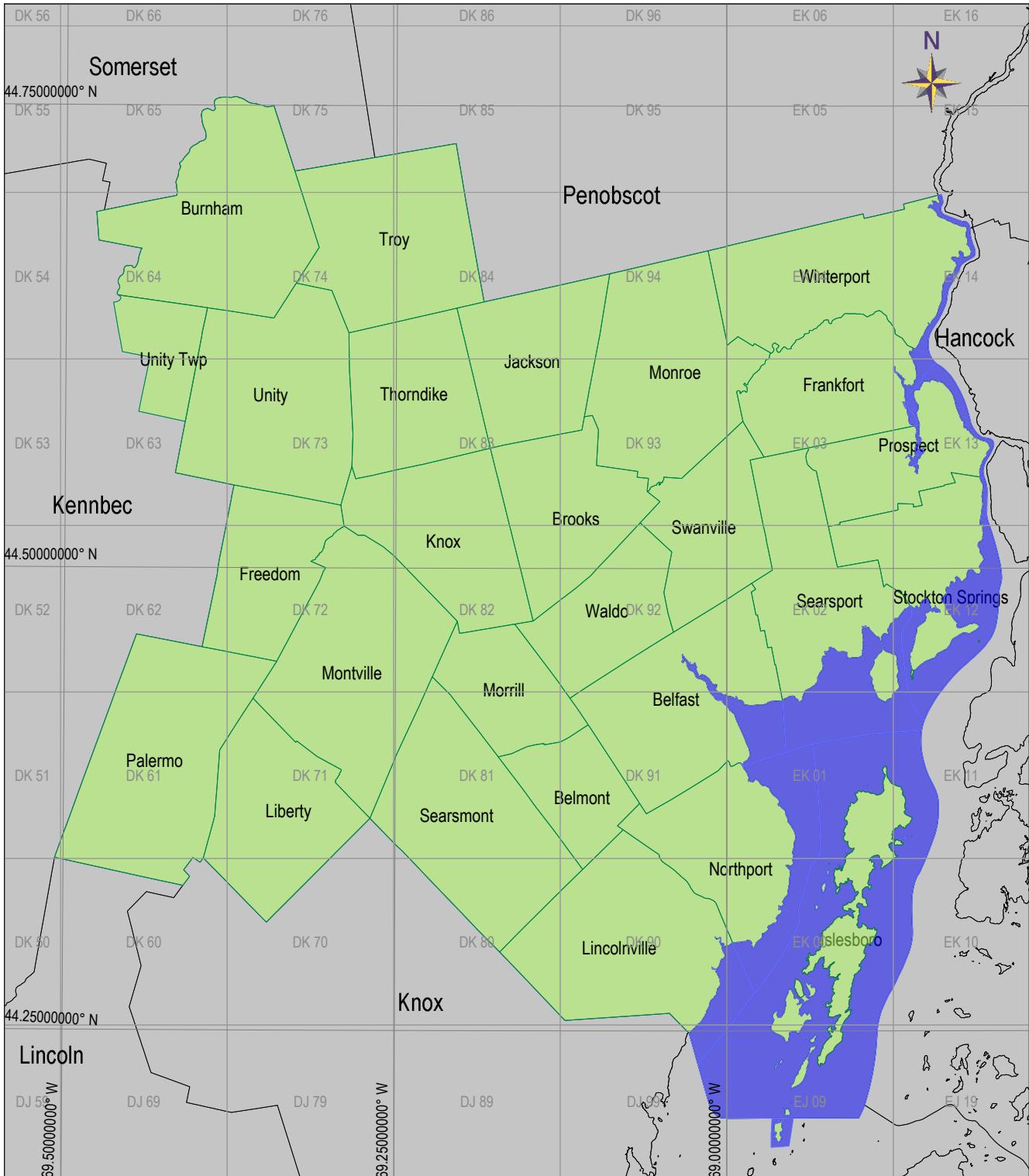
B. REFERENCES

The documents that support this EOP can be found in the following locations.

2017 Waldo County Hazard Mitigation Plan	EOC plans shelf
2019 Waldo County Long Term Recovery Plan	EOC plans shelf
EOC Job Aids	EOC plans shelf
Resource lists	EMA computer file W:/5 – Resource Mgmt
Mutual aid agreements	EMA computer file W:/6 – Mutual Aid
Fixed-facility hazmat locations	EMA computer file W:/17 – LEPC
2017 State of Maine Emergency Operations Plan	EOC plan shelf

A map of Waldo County political boundaries appears on page 14.

Waldo County Political Sub-Divisions



Map prepared by R.E. Hoey, 2 Nov 2016.
Data from Maine Office of GIS with edits by author. Lasell Is. added to Waldo County to conform with state Unorganized Territory data.

Waldo County Emergency Operations Plan

ANNEX A: DIRECTION AND CONTROL

I. PURPOSE

The Waldo County government must be able to direct and control those activities of government that are essential to saving lives, protecting property and the environment, stabilizing the incident, and restoring government services during and after a major emergency or disaster. This annex directs how emergency management and response personnel will be utilized to protect citizens and property when it is necessary. It details the relationships, response and recovery procedures, and use of emergency facilities to provide the coordination and control needed for each disaster response operation on a 24-hour basis.

II. SCOPE

Annex A defines the direction and control function for the Waldo County government and its integration with State and local entities. The plan links the 26 municipalities and their respective departments and organizations to the County EOC and response teams and through the County to the State EOC.

III. SITUATION AND ASSUMPTIONS

A. SITUATION

Most emergencies will be handled routinely by emergency services personnel at the municipal level. However, when an emergency is too large for a municipality to handle, even after drawing on mutual aid agreements with neighboring municipalities, or is outside the capabilities, resources or experience of the municipal emergency responders, or becomes too expensive for the municipality to finance, then municipal officials may request assistance from the Waldo County government.

B. ASSUMPTIONS

1. The County emergency response entities include the Sheriff's Office, Regional Communications Center (RCC) and the Emergency Management Agency (EMA). Many resources needed by the municipalities, will be provided by the State of Maine or the Federal government. Expect for the Maine Departments of Public Safety, Environmental Protection, and Health & Human Services, most other State resources will be requested through the County EMA. Maine Departments of Public Safety, Environmental Protection, and Health & Human Services resources will be requested through the RCC.
2. The County government does not have fire, EMS, public health, public works, or land use, zoning and building authorities. These are municipal authorities.
3. The Maine Governor may declare a state of emergency and may delegate special powers and authorities to County officials should the Governor see appropriate.

Waldo County Emergency Operations Plan

IV. CONCEPT OF OPERATIONS

A. EOC ACTIVATION

1. The County Emergency Operations Center (EOC) will be activated upon the direction of the County Commissioners or the County EMA Director. There are four levels of County EOC activation. In many weather events, for which there is often substantial warning, the County EOC will at first consist of in-house EMA staff monitoring the situation themselves. As the situation grows, more personnel will be brought in. The levels are shown below:

Level	Title	Action
3	Monitoring or Limited Response	The EMA Director will monitor an emerging situation. As needed, the EMA staff may operate a limited EOC.
2	Increased readiness or Mid-level Response	EMA staff may be augmented by 2-6 county staff and volunteers.
1	Full activation	Entire County EOC staff is recalled for 24-hour operations.
1+	Full activation augmented	Entire County EOC staff plus augmentees from liaison agencies

2. Depending on the type and severity of the emergency, the EOC will be activated at one of these levels. A chart called “*Multi-Agency Coordination System (MACS) and Incident Command System (ICS) Activation Matrix*” and located on page A-6 indicates which level the EOC will be activated at. EOC levels may change depending on the current situational needs and will be decided by the EOC Manager or County Commissioners.

3. Notification of an emergency will typically come from the County Regional Communications Center (RCC), the MEMA Duty Officer, the National Weather Service (NWS), news reports, or directly from first responders in the field.

4. The County EMA staff will be responsible for setting up the County EOC. This will involve moving chairs and tables to a configuration shown on page A-8; hooking up telephones; setting up computers; turning on projectors and TVs; re-locating whiteboards; logging into online computer tools; setting out reference materials; and providing administrative supplies.

B. ALTERNATE EOC ACTIVATION:

1. The County Alternate Emergency Operations Center (AEOC) will be activated should the primary EOC become unsafe or unusable. The County EMA Director shall make the determination to activate the Alternate EOC and will brief the County Commissioners on the action.

2. The AEOC is located in the basement classroom of the University of Maine Cooperative Extension in the Town of Waldo on State Route 137. Tables, chairs and audiovisual are currently in place. Basic levels of equipment and supplies are located at the AEOC. The Mobile Command Post (MCP) van can be used to augment the equipment and supplies at the AEOC. Communications and computer assets from the MCP and the Radio Truck will be used to support the AEOC.

Waldo County Emergency Operations Plan

C. RECOVERY PHASE:

1. The current version of the County Long Term Recovery Plan will detail the process for the EOC transition from the Response Phase to the Recovery Phase.
2. The primary EOC positions during the Response Phase will be the same positions during the Recovery Phase. There may be several changes to the subordinate positions and liaisons, but the primary positions will remain the same. For example, during the Response Phase, the Mass Care Manager is responsible for managing information relating to emergency housing within shelters. During the Recovery Phase, the Mass Care Manager will manage information relating to permanent housing repairs and replacement.
3. There will be no hard date that the County EOC will transition from a Response Phase to a Recovery Phase. Some long term recovery actions may be taking place at the same time as short-term recovery actions.

D. EOC DEMOBILIZATION: As the incident winds down, the EOC will back down from a Level 1 to a 2 and then a 3. The EMA staff will continue to operate a reduced EOC until the incident conclusion. The EOC Manager will determine the appropriate time to begin demobilization and EOC Level decreases.

E. NATIONAL INCIDENT MANAGEMENT SYSTEM

1. Waldo County and its constituent municipalities utilize two components of the National Incident Management System (NIMS) - the Multi-Agency Coordination System (MACS) and the Incident Command System (ICS) – for all command and control organizations, including the Emergency Operations Center (EOC) and the on-scene incident command organization. By County executive order dated February 28, 2006, Waldo County established NIMS as the county standard for incident management. Each municipality in Waldo County has enacted either an EMA/NIMS ordinance or their Board of Selectmen have passed an Executive Order.
2. The ultimate responsibility for direction and control of emergency operations belongs to the elected officials. For Waldo County, these are the County Commissioners. The Commissioners have delegated the authority to activate the County EOC and coordinate emergency operations to the County EMA Director. The Commissioners will remain as the policy makers for the County.
3. The Incident Commander (IC) is the senior officer on the incident scene from the emergency service best suited to handle the situation. For nearly all emergency incidents, the municipality will designate an Incident Commander, which is usually the municipal Fire Chief. When a single incident crosses municipal boundaries or encompasses several municipalities, an Area Command (overseeing several geographical incident commands) or a Unified Command (consisting of representatives from the involved municipalities) may be established to manage the entire incident. At this time, there is no Agency Administrator with authority under Maine law to designate an Area Commander. Either the municipalities involved will jointly agree on an individual to be the Area Commander, or the Governor will select the individual after being petitioned to do so by the County EMA Director. Identification of who and what type of command organization is created for a specific incident can be found on a chart called “*Multi-Agency Coordination System (MACS) and Incident Command System (ICS) Activation Matrix*” and located on page A-6.

Waldo County Emergency Operations Plan

4. The Incident Commander, Unified Command and/or Area Command have full authority and responsibility for managing incident operations as determined by law, current policy, and the broad direction provided in the State, County and municipal emergency operations plans.
5. The senior Law Enforcement officer may be designated the Incident Commander during an emergency involving criminal intent, such as a terrorist attack, shooting or a hostage situation.
6. Each municipality will be responsible for establishing a municipal EOC, as needed, to oversee municipal emergency response and recovery operations. The municipal EOC will work through the County EOC to the State EOC.

E. INCIDENT COORDINATION

1. Incident command is typically established by a municipality at a specific location and is given a title that reflects that location, such as Main Street Command. During an emergency that is large enough to warrant the activating of the EOC, there may be several incidents ongoing at the same time within a municipality or the County, and each incident will have its own Incident Commander. At times, a municipal EOC will be activated to oversee all incident commanders within its jurisdiction. Information regarding the situation will be forwarded from each command post to the municipal EOC. The municipal EOC will forward situational and resource request information to the County EOC. The County EOC will coordinate with the State EOC, other County EOCs, mutual aid partners and liaisons from support agencies.
2. An Incident Commander may request the a staffed County Mobile Command Post (MCP) to assist. If the incident is small in complexity and duration, the MCP staff may provide enough assistance that the municipal and County EOCs may not need to be activated. The MCP may communicate situational assessments and resource requests directly to the County EMA office and State entities, such as the Maine State Police, Maine Dept of Environmental Protection, Maine Emergency Management Agency (MEMA), and the U.S. Coast Guard.
3. If there are incidents ongoing concurrently in several municipalities, each municipal EOC will report to and request assistance from the County EOC. The County EOC in turn will report to and request assistance from the State EOC. The organizational chart Figure A.1 on page A-4 shows a typical chain of coordination for an emergency taking place in multiple jurisdictions that follows ICS and MACS principles.

Waldo County Emergency Operations Plan

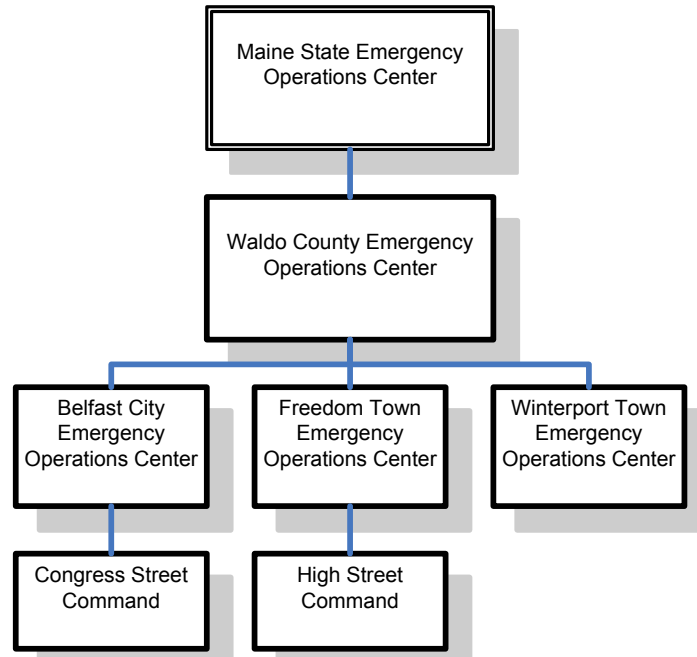


Figure A.1: Coordination of an incident taking place in multiple municipalities

F. KEY PERSONNEL AUTHORITIES AND LIMITATIONS

1. The Incident Commander has the authority to coordinate the use of resources and personnel at the scene of an emergency. If there is more than one incident within a municipality, a municipal EOC shall determine which IC receives what resources and personnel. When the municipality does not have enough resources to respond to and recover from the emergency, the municipal EOC will request assistance from the Waldo County EOC.

2. The Waldo County Commissioners have final responsibility for all County government operations. However, the Commissioners have delegated the authority to activate and coordinate emergency operations to the EMA Director. The Director is authorized to activate this emergency operations plan and is responsible for the coordination of emergency operations within the County. He does not command any County or municipal personnel or departments, except for the EMA staff.

3. The County of Waldo does not have “law-making” authority, and as such, cannot declare a “state of emergency” which would provide for additional disaster authorities. The County Commissioners do have the authority to direct all non-elected county employees to support emergency management during a disaster. Support from elected county officers, such as the Sheriff, Register of Deeds and Register of Probate must be requested, not directed.

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Multi-Agency Coordination System (MACS) and Incident Command System (ICS) Activation Matrix

Emergency Event	Single Incident Commander	Unified Command	Area Command	Municipal EOC	County EOC	County IMAT	RACES
Aircraft Crash/Rescue (Small)	FD			Not Activiated	Level 3	Activated	Not Activiated
Aircraft Crash/Rescue (Large)		LE/FD		Activated	Level 1	Activated	Activated
Aircraft Down - SAR (Small)		MSP/FD		Not Activiated	Level 3	Activated	Not Activiated
Aircraft Down - SAR (Large)		MSP/FD		Activated	Level 1	Activated	Activated
Aircraft Down - SAR (Marine)			USCG/MSP/MMP	Not Activiated	Level 2	Activated	Activated
Building/Bridge Collapse w/casualties	FD			Activated	Level 1	Activated	Activated
Dam Breech	FD			Activated	Level 3	Not Activiated	Not Activiated
Disease Outbreak/Pandemic	HO			Minimum Staff	Level 2	Not Activiated	Not Activiated
Earthquake with structural damage	FD			Activated	Level 1	Activated	Activated
Explosion without casualties		LE/FD		Activated	Level 2	Activated	Activated
Explosion with casualties		LE/FD		Activated	Level 1	Activated	Activated
Hostage Incident	LE			Not Activiated	Level 2	Activated	Not Activiated
Hurricane				Activated	Level 1	Not Activiated	Activated
Major Flooding	FD			Activated	Level 1	Not Activiated	Activated
Major Forest Fire (Single Jurisdiction)		MFS/FD		Activated	Level 2	Activated	Activated
Major Forest Fire (Multi-Jurisdictional)			MFS	Activated	Level 1	Activated	Activated
Major Structure Fire	FD			Not Activiated	Not Activiated	Activated	Not Activiated
Mass Casualty Incident		LE/FD		Not Activiated	Level 3	Activated	Not Activiated
Non-Petroleum HazMat Release	FD			Activated	Level 2	Activated	Not Activiated
Oil Spill greater then 1,500 gallons	FD			Not Activiated	Level 3	Not Activiated	Not Activiated
Oil Spill in a Waterbody		USCG		Not Activiated	Level 2	Not Activiated	Not Activiated
School Bomb Threat	LE			Not Activiated	Level 3	Not Activiated	Not Activiated
School Shooting		LE/FD		Activated	Level 1	Activated	Activated
Ship/Boat Sinking			USCG/MMP	Not Activiated	Level 2	Activated	Activated
Terrorist Attack		FBI/LE/FD		Activated	Level 1	Activated	Activated
Tornado/Microburst	FD			Activated	Level 1	Activated	Activated
Train Derailment	FD			Not Activiated	Level 2	Activated	Activated
White Powder Incident		LE/FD		Not Activiated	Not Activiated	Activated	Not Activiated
Winter Storm - Severe				Activated	Level 2	Not Activiated	Activated

EMS = lead emergency medical technician, FD = fire chief, HO = municipal health officer, IMAT = Incident Management Assistance Team, LE = lead law enforcement officer (may be County or municipal officer), MFS = lead Maine Forest Service ranger, MMP = lead Maine Marine Patrol officer, MSP = lead Maine State Police officer, RACES = Radio Amateur Civil Emergency Service team, SAR = search and rescue operation, SO = assigned County Sheriff officer, USCG = senior U.S. Coast Guard officer.

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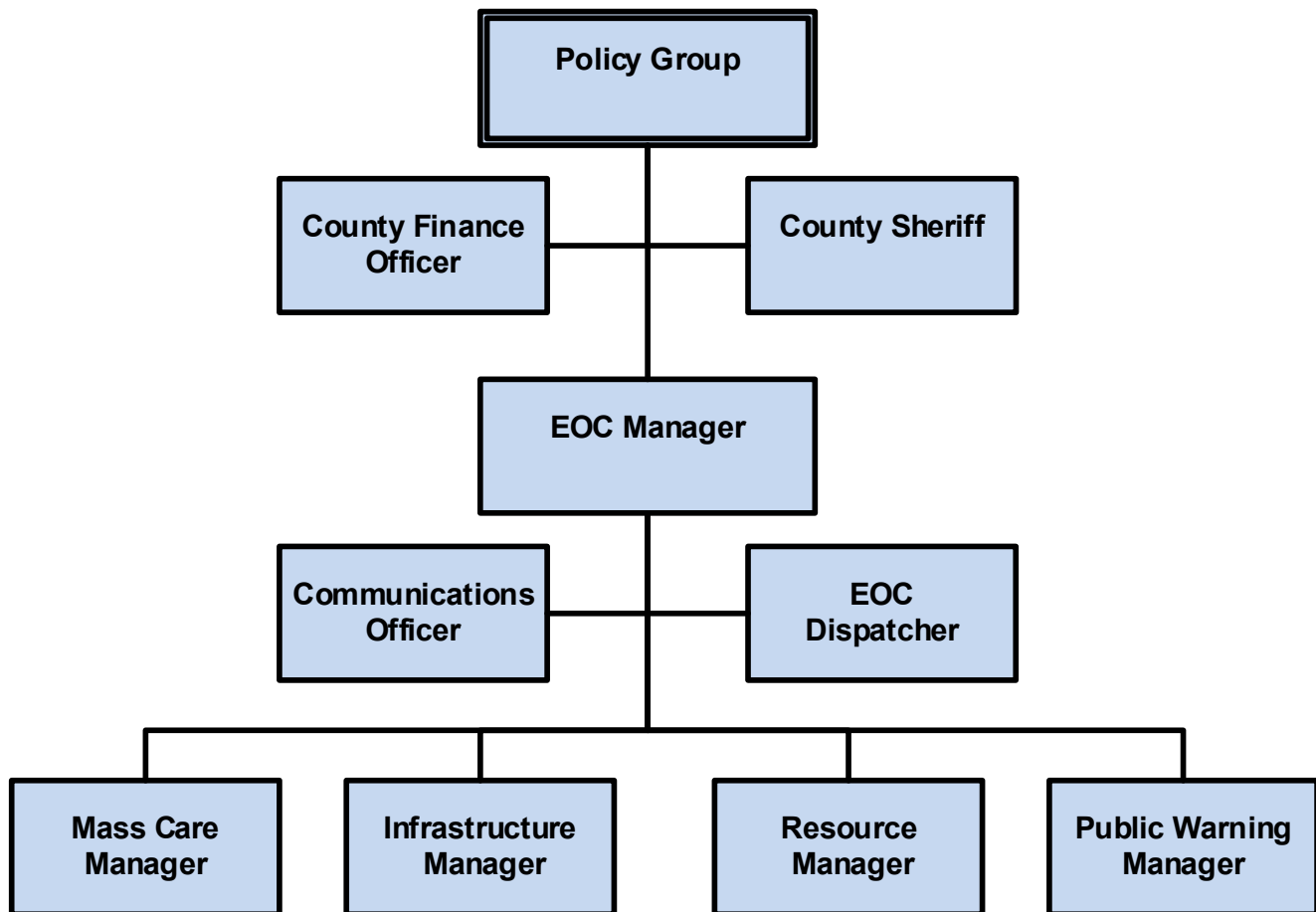
V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. GENERAL

1. The County Commissioners exercise broad control over County emergency operations. They give guidance on matters of basic policy, and provide official information and instructions to the public. It is the responsibility of the County EMA Director to ensure operational readiness for emergency activation of the EOC.

2. EOC staff analyze all available information on the situation. They develop and refine a response and recovery strategy, plan the deployment of field units, and help ensure that the operating forces of involved agencies work in a mutually supportive way.

B. EOC ORGANIZATION: The County EOC is generally organized and staffed as shown below:



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C. COUNTY EOC LAYOUT

1. The Waldo County EOC is the coordination center for all County emergency operations during a major emergency or disaster. It is staffed by County employees and volunteers. Should an activation of the County EOC be required, the County EMA staff will initially set up the EOC tables and chairs in the following layout (Figure A.2). The EOC staff will occupy assigned positions within the EOC. Specific telephones, assigned to specific staff positions will be plugged into ceiling and placed on the tables at the assigned positions. See Annex C Communications for the assigned phone numbers.

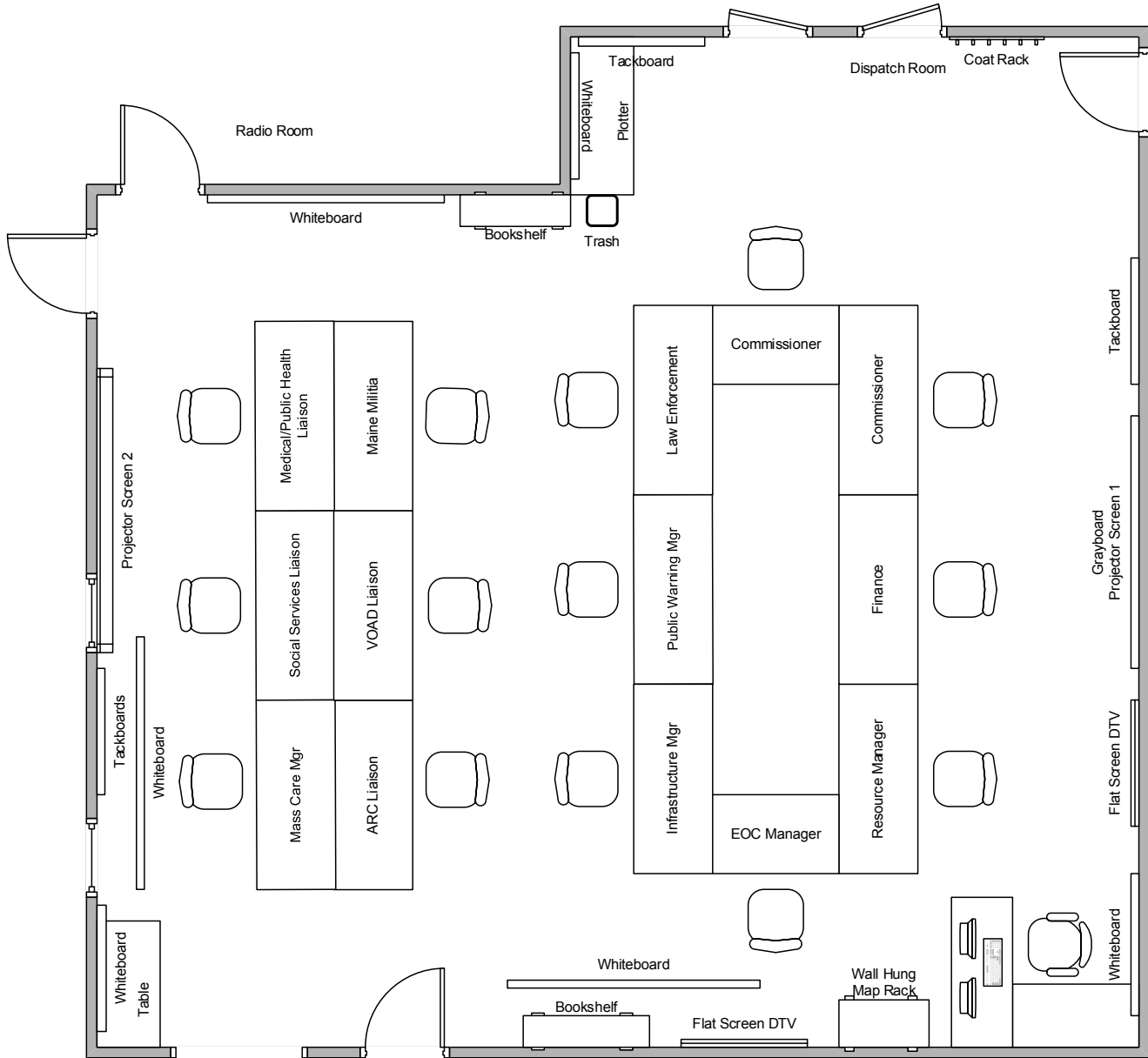


Figure A.2: Layout of the County EOC

Waldo County Emergency Operations Plan

D. EOC STAFFING IN RELATION TO THE FEDERAL ESFs

The Federal Government utilizes an Emergency Support Function (ESF) format to organize their response efforts. This is due to the fact that the Federal Government has many different departments and agencies that manage the same topic, such as Transportation. Waldo County, however, has little authority over several ESFs and have no multiple departments of agencies that are responsible for the same ESFs. As such, the following table identifies which EOC staff member covers each of the ESFs.

EOC Staff Position	ESF
EOC Manager	ESF #5 – Information and Planning
Communications Officer EOC Dispatcher	ESF #2 – Communications
Public Warning Manager	ESF #15 – External Affairs
Resource Manager	ESF #4 – Firefighting ESF #7 – Logistics ESF #11 – Agricultural and Natural Resources ESF #10 – Oil and Hazardous Materials Response
Infrastructure Manager	ESF #1 – Transportation ESF #3 – Public Works and Engineering ESF #12 – Energy
Mass Care Manager	ESF #6 – Mass Care, Emergency Assistance, Temp Housing, and Human Services
Sheriff/Law Enforcement Security Volunteers	ESF #13 – Public Safety and Security
Medical or Public Health Liaison	ESF # 8 – Public Health and Medical Services
Search and Rescue Coordinator	ESF # 9 – Search and Rescue

E. EOC PRIMARY STAFFING: These positions may be assigned as needed.

1. **Policy Representative:** Provide policy guidance, approve media releases (unless delegated to the EOC Manager) and make decisions relating to health, safety, and financial issues in protection of the County. May delegate some authorities and responsibilities to the EOC Manager. The Policy Representative(s) includes one or more of the County Commissioners.
2. **Finance Officer:** Documents and tracks all expenditures by the County in relation to the emergency or disaster. Completes all purchasing for the EOC. This position is staffed by the County Finance Officer.
3. **Law Enforcement Officer:** Manages planning and actions for traffic control and evacuations, provides security when needed and coordinates all law enforcement needs. This position is staffed by the County Sheriff, Chief Deputy or Lieutenant.
4. **EOC Dispatcher:** Operates the public safety radio system and the Spillman Computer Aided Dispatch system. Manages incident information relayed by public safety radio and CAD. The RCC provides one or more dispatchers to the EOC when the EOC has been activated to a Level 1.

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5. **EOC Manager:** Conducts general supervision and is responsible for coordinating all disaster response and recovery procedures and activities during an incident. Manages the EOC as a physical facility. Oversees the EOC staff. Takes direction from the Policy Rep. Collects all event logs and other documentation for incorporation into a single after-action report. The EMA Director fills the position of EOC Manager.

6. **Communications Officer:** Tests and operates all EOC/EMA communications systems; supervises EOC amateur radio operations; and receives and releases all radio messages. Monitors the EMA satellite phone and marine radio frequencies. Backup support for public safety radio communications. This position is filled by the EMA Communication Planner or an amateur radio operator who has been selected by the EOC Manager. During an EOC Level 2 activation, this position, along with other radio operators will be responsible for all public safety radio transmission and monitoring.

7. **Public Warning Manager:** Coordinates emergency information within the EOC. With approval of the Policy Rep or EOC Manager, releases emergency information to the media for transmission to the general population. Updates information for the County website, social media and 211. This position is filled by a County employee.

8. **Resource Manager:** Tracks all resource requests from municipalities and County departments. Provides a consolidated report to the EOC Manager for prioritization. Tracks the status of all deployed resources acquired from other agencies. Coordinates resource requests with resource providers, primarily through the State EOC using WebEOC. May supervise additional positions as described in Annex H Resource Management and on page A-11. This position is filled by the EMA Deputy Director.

9. **Infrastructure Manager:** Coordinates the collection of data relating to damages incurred during the incident. Collects and consolidates municipal Form 7s. Tracks roads closed and structures damaged during the incident. Maintains contact with the power companies and tracks electrical transmission restoration information. Updates maps. This position is filled by the EMA Planner.

10. **Mass Care Manager:** Acts as the liaison with the American Red Cross for sheltering operations. Coordinates with municipalities regarding their community warming centers. Coordinates resource needs for shelters and warming centers. Coordinates resources for providing food stock, transportation to shelters and human services. Manages and coordinates Individual Assistance and Citizen Reports information. This position may be filled by a County employee or a Red Cross volunteer.

F. EOC AUGMENTED STAFFING: During a large disaster, subordinate positions may be created in order to delegate some of the work.

1. **Shelter Program Manager:** Coordinates with the Community Shelter Management Team and Pet Shelter Team. Coordinates with the American Red Cross (ARC) for long term shelter operations. Coordinates with municipalities regarding warming centers. Coordinates resource needs for shelters and warming centers. Works for the Mass Care Manager. This position is filled by a county employee or volunteer.

2. **Food Coordinator:** Coordinates with the Town C-PODs and/or Food Pantries to determine the food needs. Coordinates with the Resource Manager for the acquisition and delivery of food stock to each municipality. Tracks and reports on any public suppers in the County. Works for the Mass Care Manager. This position is filled by a County employee or volunteer.

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3. **Power Outage Coordinator:** Maintains contact with the power companies and tracks electrical transmission restoration information. Works for the Infrastructure Manager. This position is filled by a County employee or volunteer.

4. **Damage Coordinator:** Tracks roads closed and structures damaged during the incident. Coordinates resources for road repairs and structure stabilization. Works for the Infrastructure Manager. This position is filled by a County employee or volunteer.

5. **Volunteer Manager:** Tracks, manages, credentials and assigns all unaffiliated volunteers and volunteer groups. Provides a consolidated report to the EOC. Coordinates with the County or State Volunteer Reception Center (VRC). Works for the Resource Manager. This position is filled by a County employee or volunteer.

6. **Supply Manager:** Manages, tracks and completes the requests for all government-provided, donated or contracted vehicles, equipment, supplies, materials and services. Provides a consolidated report to the EOC. Works for the Resource Manager. Supervises the Warehouse or Storage Area Manager and the Distribution Manager. This position is filled by a County employee or volunteer.

7. **Warehouse Manager:** Inventories and stores all materials and items in secure and weather-resistant facilities or parking areas. There should be a warehouse manager at each warehouse location. Works for the Supply Manager. This position is filled by a County employee or volunteer.

8. **Distribution Manager:** Coordinates the delivery of resources from the warehouse to requestors, especially the municipal supply drops. Is responsible for and communicates with the cargo trucks and drivers. Works for the Supply Manager. This position is filled by a County employee or volunteer.

G. EOC LIAISON STAFFING: Liaison officer positions may be activated in the EOC. This will come from outside agencies that have an interest or resources involved with the response.

1. **Public Health/Medical Liaison:** Provides liaison from the Maine CDC and Waldo County General Hospital. Coordinates public health and medical needs with the towns and the hospital and provides victim information to the EOC. Establishes contact with all the clinics in the County. Works for the Mass Care Manager.

2. **Social Services Liaison:** Provides liaison from Waldo Community Action Partners. Coordinates social services for the county and provides social service information to the EOC. Establishes contact with all other social service agencies in the County. Works for the Mass Care Manager.

3. **Volunteer Organizations Active in Disaster (VOAD) Liaison:** Provides liaison from Maine VOAD. Coordinates VOAD participation in the emergency. Provides management of all VOAD entities operating within the County. Works for the Resource Manager.

4. **National Guard Liaison:** Provides liaison from the Maine National Guard (NG). Coordinates NG missions for the County and provides NG information to the EOC. Establishes contact with the NG Joint Operations Center (JOC).

5. **Civil Air Patrol Liaison:** Provides liaison from the Maine Wing of the Civil Air Patrol. Coordinates Civil Air Patrol missions for the County and provides Civil Air Patrol information to the EOC.

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6. **Coast Guard Auxiliary Liaison:** Provides liaison from the U.S. Coast Guard (CG) and Auxiliary. Coordinates CG missions for the County and provides CG information to the EOC. Establishes contact with the CG's Belfast Marine Safety Detachment.

7. **Search and Rescue Coordinator:** Oversees all search and rescue activities taking place in the County. Coordinates SAR resource requirements. This position may be filled by the Maine Wardens Service, MASAR, the Waldo County SAR Team or a liaison with the FEMA Urban SAR teams.

8. **Federal Law Enforcement Liaison:** Tracks all law enforcement operations for which the federal government has jurisdiction relating to an emergency event located in Waldo County. Updates and coordinates with the County EOC Law Enforcement Officer.

I. USING THE COUNTY EOC FOR AN INCIDENT COMMAND POST

1. The County EOC Operations Room may be used as an Incident Command Post (ICP) instead of an EOC. This will be due to the nature, location and complexity of the event. One example of this circumstance would be a maritime search and rescue operation in Penobscot Bay. The ICP would report directly to the State EOC. The County EOC would not be serving any municipal EOCs and the ICP would be able to encompass most of the planning and logistical activities that the EOC would provide.

2. When the EOC Facility is being used as an Incident Command Post, the following room assignment will be made. The ICP may make use of the EMA Kitchen, bathrooms, photocopiers, printers, wifi access and administrative supplies.

Room #	Room Name	ICP Assignment
124	Sheriff's Conference Room	Incident Command Staff
106	EMA Admin Area	Finance Section
104	EOC Operations Room	Planning and Operations Sections
101	Garage	Logistics Section
110	GIS/Dispatch Room	Incident Dispatcher/GIS Planner
107	EOC Radio Room	Incident Communications Center

3. The chairs and tables will be rearranged so that there are two works areas – one for the Planning Section and one for the Operations Section – and a briefing area which will be used for the Planning "P" briefings.

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VI. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. **PROCEDURAL DOCUMENTS:** The EMA office maintains EOC Operational Procedures for all the emergency management functions included in this plan. Copies of the Operational Procedures are located on the EOC binder shelf. These procedures are applicable to all hazards identified in the *County Hazard Identification and Risk Assessment and Consequence Analysis Plan (HIRA/CA)*. Procedures reflect operational priorities including:

- Life, safety, and health
- Property protection
- Environmental protection
- Restoration of essential utilities
- Restoration of essential program functions
- Coordination among appropriate stakeholders.

2. **REPORTS:** The following reports and forms are utilized to manage most emergencies. In all cases, either hard copy forms, wall-mounted status boards or D4H Live may be used to manage information within the EOC. This will be further described in *Annex A1 Information Management* of this plan.

a. **Log of events:** EOC staff will keep a written chronological record of emergency events. Typically the ICS form 214 is utilized. The Amateur Radio Operators may also use the Form 9120 Station Radio log to track incoming and outgoing radio traffic.

b. **Financial records:** The EOC Finance Officer will track all expenditures and keep copies of all bills incurred during the emergency.

c. **Situation Report:** Each municipal emergency management director will compile a situation report daily and forward it to the County EMA Director. The County EOC will compile and summarize these reports to produce a county situation report and forward it to the State EOC on WebEOC or in hard copy. Information shall include actions taken, resources consumed, and resource shortfalls.

d. **Resource Request Form:** Each municipal emergency management director will submit all requests for resources to the County EOC on a pre-developed Request for Assistance form. The County EOC will compile all municipal requests and forward a prioritized list to the State EOC. Some entities, such as the Waldo County General Hospital and Waldo Community Action Partners (WCAP), may submit their own requests directly to the County EOC.

e. **Damage Assessment Form (Form 7):** Each municipal emergency management director will complete a damage assessment for any public and private damages incurred in their community during a disaster, using Form 7 – Damage and Injury Assessment, and forward it the County EOC. The County EOC will compile all damage assessment forms and forward a County assessment to the State EOC.

f. **Hazardous Materials Incident Report (AR-1 Form):** Any facility or incident commander that is involved in a hazmat release should complete Form AR-1 – Hazardous Materials Incident Initial Notification detailing the incident. The information on this form will be forwarded to the County RCC or EOC. The EOC will forward it to the State EOC and ME Dept of Environmental Protection.

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g. **Road Damage Report:** Local emergency managers, fire officers and road commissioners may fill in and submit reports to the County EOC on a locally-developed form that tracks road damages and status caused by flooding, snow and ice, tree debris, and damages to the Central Maine Power (CMP) transmission system. Road damage information will be inputted into D4H Incident Management. CMP damage information will be e-mailed to CMP. Before the EOC is completely operational, some road closure information will have been collected by the County RCC. The EOC will collect this information from the RCC and add it to its electronic databases.

2. The following computer-based online applications will be used to help manage the EOC information management.

a. **WebEOC:** WebEOC is the State EOC's common operating picture data management tool. County and State emergency managers, the State EOC emergency response team (ERT), some general hospitals, and some other limited partners use this system to input, track and display disaster information. The EMA staff will input strategic-level and situation report information into WebEOC. WebEOC will be continuously displayed in the County EOC.

b. **D4H Incident Management (IM):** D4H IM is the County EOC's common operating picture data management tool. The County EOC staff, municipal EM directors and County RCC all have access to this system to input, track and display disaster information. D4H IM may be displayed as needed, however, all EOC staff will have access to the same information on their computers and tablets.

c. **D4H Readiness:** D4H Readiness is the County EMA's system for tracking the training, participation and qualifications of all its affiliated volunteers. This system will be used to ensure that personnel tasked for assignment meet required qualifications.

d. **Spillman:** The Spillman Computer Aided Dispatch (CAD) system is the primary common operating picture for the County RCC and all law enforcement agencies located in Waldo County. Natures and complaint information is inputted by the RCC and law enforcement officers. This system is also used to "page-out" all fire departments (except Lincolnville) and ambulance services in the County. Spillman will be utilized by the EOC Dispatcher and EMA staff. It may be continuously displayed in the EOC.

B. LOGISTICS

1. The County EMA provides logistics support for the County EOC staff. Incident Commanders are first supported by their department or municipal EOC and then by the County EOC. Requests for logistics support will be submitted on the Request for Assistance form. Each municipal emergency management director is trained in the use of this form. Situational information will be forwarded by the municipal emergency management director to the County EOC on the State Situational Report form. Damage assessment information will be forwarded on State Form 7.

2. The primary Waldo County EOC location is within the offices of the Waldo County EMA at 4 Public Safety Way in Belfast. A temporary alternate on-site EOC is located in the classroom at the RCC. The alternate County EOC is located in the Waldo County UMaine Cooperative on Route 137 in the Town of Waldo. In such cases, the EMA vehicles will be deployed to provide additional communications for the alternate EOC.

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ANNEX A1: INFORMATION MANAGEMENT

I. PURPOSE

The purpose of this Annex is to define the process for the collection, organization, display, analysis and dissemination of incident information within the County EOC.

II. SCOPE

1. Information management will include the collection, organization, display, analysis and dissemination of incident information in order to build situational awareness with all those involved in the incident.
2. This is called building a common operating picture. Getting the right information, to the right person at the right time is critical to a successful response and recovery.

III. SITUATION AND ASSUMPTIONS

A. SITUATION

1. The collection of incident information will begin even before the Emergency Operations Center (EOC) has been activated. As awareness of the situation is gathered, the County EMA Director will determine if the County EOC should be activated and at which level.
2. The Incident Commander (IC) at a given incident will provide initial details to the County Regional Communications Center (RCC). The Town Emergency Management (EM) Director will forward situation reports to the County EOC, usually upon request by the County EOC.
3. Sections of the County do not have cellular phone coverage. Some areas of the County have weak radio coverage. Additional communications assets may need to be deployed in order to gather incident information.

B. ASSUMPTIONS

1. The vast majority of incidents will not involve the loss of internet connectivity and the EOC will be able to function on generator, as needed. This will allow the management of information online and the creation of a digital common operating picture.
2. All public safety land mobile radio (LMR) capabilities will be intact and used to transmit information between the IC, Town EOC, County EOC and State EOC.
3. All Town governments will be able to establish and staff a local EOC to coordinate incident information.
4. Information from an incident scene may be sketchy at best. The County EMA Director may need to deploy the Incident Management Assistance Team (IMAT) or a number of Field Observers in order to gather incident information.

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5. Town EOCs will provide information to the County EOC on any activated warming centers; evacuation orders; roads closed; communications lost; casualty information; or loss of public safety resources.

IV. CONCEPT OF OPERATIONS

1. The Incident Commander shall report all incident information and request assistance through the Town EOC, if one has been established. Otherwise, the Incident Commander shall contact the County EOC directly. The Town EOCs shall report all incident information and request assistance from the County EOC, which shall do the same with the State EOC.

2. During large scale natural disasters, such as severe winter storms, ice storms, hurricanes and flooding, the Town EOCs should complete Situation Reports and Damage Assessment Reports (MEMA Form 7) and send them to the County EOC. From this information, the County EOC will compile and send a summarized Situation Report and copies of all Form 7s to the State EOC.

3. The County RCC and law enforcement agencies within the County use a Spillman Computer Aided Dispatching (CAD) system to coordinate information. This system tracks all calls for services managed by the RCC.

4. The State EOC will host a common operating picture display during a disaster using a secure online portal called WebEOC. WebEOC allows those with access to input situation reports, request resources and access statewide situational awareness information.

5. When the County EOC is staffed, the EMA/EOC staff will manage information with the Towns and local partners using an online web portal called D4H IM. The EOC staff will provide information to the State EOC using WebEOC. Whiteboards and written forms will be used during internet failures.

Information to be Displayed	Display Media	Processing Device
D4H IM	Large TV Right or Left	EMA Laptop - Chromecast
CMP Power Outages	Large TV Right or Left	EMA Laptop - Chromecast
WebEOC	Projector Screen 1	EOC PC
Hurrevac or other Weather Information	Projector Screen 2	EOC PC
TV News	Small TV	None
Spillman CAD	Computer Monitor	GIS PC

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V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. The first mission priority of the County EOC is to build Situational Awareness. Without an understanding of what is happening, when, to whom, and where, responses cannot be coordinated and resources cannot be deployed. This section will indicate what information needs to be tracked; by which EOC staff member; how it is acquired; and to whom the processed information shall be sent.

EOC Position	Event Information	Collection Source(s)	Receiving Entities
Mass Care	Casualty Status	Town IC/EOC, SO	WCGH, Media
	Shelter/Pet Shelter Status	ARC/Pet Team	SEOC/TEOC
	Warming Center Status	Town EOC	SEOC/TEOC
	Mass Feeding Locations	Town EOC	TEOC, Media
	Citizen Reports	EOCs, Residents	TEOC
Law Enforcement	Evacuation Routes	Town IC/EOC, SO	SEOC/TEOC, Media
	Traffic Control Points	Town IC/EOC, SO	TEOC
	Security Locations	Town IC/EOC, SO	TEOC
Infrastructure Mgt	Critical Infrastructure Status	Town EOC, Infrastr	SEOC/TEOC
	Roads, Bridges & Ferries	Town EOC, MDOT	SEOC/TEOC
	Damage Assessment – Form 7	Town EOC	SEOC
	Power Outage Restoration	CMP/Versant	TEOC
	Fuel Supplies	Fuel Suppliers	TEOC
	School Status	School District	TEOC
	Radio Infrastructure	RCC	SEOC/TEOC
	Telephone Infrastructure	Telephone Utilities	SEOC/TEOC
	Debris Removal needs	Town EOC	SEOC
Resource Mgt	CPODS/Storage Areas	Town EOC	
	Resource Requirements	Town EOC, Partners	
	Resources Available/Assigned	Storage Areas, VRC	
	Volunteer Status	Resource Mgt, VRC	
	Supply Inventory	Staging Area	
Finance	Finances Available	Finances	
	Expenditures	Resource Mgt	
Facility Mgr	County EOC Propane Supply	Facility Mgr	
Public Warning	General Public Comments	Media, Social Media	
	Media Reports	Media	
EOC Manager	EOC Staffing	EOC Staff	
	Town EOC Status	Town EOCs	
	Open Action Tasks		
	Contact Information	EOC Staff	
	Weather Forecasts	NWS	TEOC
Comm Officer	Communication Plan	Comm Partners	SEOC/TEOC

Waldo County Emergency Operations Plan

VI. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION:

1. All County EOC Event Situational Awareness Information will be tracked in D4H IM. Should the Internet be down, the County EOC will switch to Whiteboards and hardcopy forms.
2. Status Boards have been set up in D4H IM that track the following:
 - Casualty Reports
 - Open Action Items
 - Citizens Reports
 - Personnel and Roles
 - Communication Assests
 - Power Restoration Priority
 - Critical Infrastructure
 - Public Assistance
 - Emergency Facilities
 - Public Damage Assistance
 - Emergency Food Management
 - Resource Management
 - Event Contacts
 - Road and Utility Status
 - Expenditures
 - Status of People
 - Forms – Sitreps
 - Supply Requests
 - Fuel Supply
 - Weather
 - Mass Care Facilities
3. All D4H Status Boards are geocoded to display situational information on a map.

B. LOGISTICS

1. Methods of transmitting information will be further explained in Annex B Communications.
2. The following chart identifies the Information Providers and how they gather and transmit information:

Information Provider	Communication Method	How Gathered
Incident Commander	Radio, Cell Phone, E-Mail	Size up at incident scene
Regional Comm Center	Radio, Telephone, E-Mail	Field reports, Spillman, public
Local EM Directors	Telephone, Radio, E-Mail, Text, EMailMeForm, D4H IM, Runner	Damage Assessment, Situation Reports, Resource Requests
State EOC/EMA	E-Mail, Telephone, Radio, WebEOC, NAWAS	Reports from others
Central Maine Power	Telephone, E-Mail	Field Surveys, customers
Partners	Telephone, E-Mail	Varies

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ANNEX B: COMMUNICATION SYSTEMS

I. PURPOSE

Communications during an incident are crucial. The Communications Annex provides information on establishing, using, maintaining, augmenting and backing up all types of communication devices needed during emergency response operations. It describes the communication systems in place and the responsibilities and procedures for using them.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

Effectively communicating situation information, resource requests and decisions between government officials, local community partners, emergency responders and emergency management officials is vitally important during an emergency. The choice of communication medium will vary with each incident depending on location, equipment interoperability, reliability, timeliness and what is being communicated (voice, data, etc.).

B. ASSUMPTIONS

1. Communication systems and equipment are established and maintained in operational condition. These systems include the telephone system (landline, fax and cellular), the Internet (e-mail, texting, online applications), land mobile radio (LMR) radio systems and amateur radio (voice and data).
2. During a major disaster or utility outage, the telephone (landline and cellular) system may become inoperative. Certain radio frequencies may also be overused if a great many emergency responders are trying to communicate on the few available frequencies.
3. The County RACES (Radio Amateur Civil Emergency Service) and local ARES (Amateur Radio Emergency Service) will provide ham radio operators, when requested. Any FCC-licensed, ham radio operator, willing to volunteer, will be utilized in the County EOC, with supervision.
4. The County Emergency Management Agency (EMA) is normally open from 7:30 am to 4:00 pm, Monday to Friday. The County Emergency Operations Center (EOC) will be activated and staffed as needed during an emergency. For long duration events, the EOC will be staffed during mostly daylight hours. After hours, the EOC will have a Watch Officer staffing phones and radios. The County Regional Communications Center (RCC) is open at all times.
5. The State EMA office is open during normal business hours. The County EMA Director will contact the assigned Maine Emergency Management Agency (MEMA) Duty Officer for emergencies after hours. Contact can also be made to the Augusta State Dispatch Center.
6. Town EOCs may be activated during a disaster, though not all will be open 24 hours a day. The County EOC will need to coordinate with each town to determine if their EOC will be activated and for what hours.

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III. CONCEPT OF OPERATIONS

A. ON SCENE COMMUNICATIONS

1. The primary means of communication between the County EOC and first responders will be LMR. Cell phones will be used as a backup, when service is available. If necessary, ham radio operators and equipment will be deployed to the incident scene to set up a communications net.
2. During the incident, the Incident Commander will communicate by LMR with the County RCC or the County EOC, if it has been activated. Some first responders may have cell phones; however, cellular service is not always reliable in all parts of Waldo County. The Incident Commander may request the Waldo County Mobile Command Post to expand their incident communications capability.
3. To improve radio interoperability, the County EMA provides three common use simplex radio channels for emergency responder use. These three channels are titled Waldo Tac-1, 2, and 3. To improve both interoperability and longer transmission range, the County EMA provides six repeater channels for emergency responder use. These repeaters are located at various points around the County and are called: CC-1, 2, 3, 4; Harris Mountain and Quaker Hill.
4. Should responders from outside the County, to include state agencies, be involved in the incident, the Incident Commander may request access to State CONOP channels by contacting the County EMA Director or EMA. The County EMA will contact the Maine Emergency Management Agency (MEMA) to request use of select CONOP frequencies. The CONOP request will identify the Incident Command organization, the location and status of the incident, the specific CONOP channel(s) request, and contact information. The State RCC will broadcast that a CONOPS incident is in effect and which channels are being utilized.
5. The County IMAT and RACES can provide wireless communications support to the Incident. The County Mobile Command Post (MCP) has a portable satellite telephone (011-8816-514-40428), which will work at all outdoor locations in the County. The County RACES team can deploy a ham radio communications truck that can also function in all parts of the county and has the added capability of transmitting data via digital means such as Packet and FLDigi. Pictures may also be transmitted by cell phone or by amateur radio EasyPal.
6. Should responders from other states or the Federal government be involved in the incident, interoperability will be achieved by using either the Non-Federal VHF National Interoperability Channels (VTAC), VHF Public Safety Mutual Aid and Common Channels (VFIRE), or VHF Marine Channels. If visiting units do not have radios with these channels, then radios may be issued from local radio caches. Additionally, the County EMA has cross-band and in-band portable repeaters that can be programmed on scene to link visiting LMRs with local LMRs.

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B. COUNTY EOC COMMUNICATIONS

1. The primary means of communication between the County EOC, town EOCs and local partner agencies (Hospital, long term care facilities, non-government mutual aid partners, utilities, and schools) will be either telephone or e-mail. If telephones and the Internet are not functioning, secondary communications will be by LMR with those entities that have LMR (town EOCs, Hospital, some non-government mutual aid partners, and schools). Ham radio operators and runners may be used with those who do not have LMR.
2. The County EOC will maintain communications with the other county EOCs and the State EOC by telephone, fax, e-mail or WebEOC. Should the telephone phone system and Internet go down, backup communications options include LMRs, NAWAS (National Warning System), satellite phones, and amateur radio.
3. Although telephone and internet communications are very reliable, they are susceptible to damages to communications towers, telephone overhead wire, central offices, and loss of commercial power from storms and attacks from the internet. Should there be a loss of telephone and internet communications, the County EOC will utilize its EMA and amateur radio systems. These radio systems are located in storm resistant structures, have backup power sources and are not connected to the internet or each other.
4. The State EOC uses the following prioritized list of contact methods: (1) Landline telephone, (2) Cellular telephone, (3) Internet (e-mail and WebEOC), (4) MEMA VHF trunked radio, (5) State Region Net VHF radio (6) NAWAS, (7) Satellite telephone, and (8) Amateur radio.

C. ALTERNATE (REDUNDANT) COMMUNICATIONS

1. EOC: Should the Primary County EOC be out of service and the Alternate County EOC be activated, the Radio JumpBox, MCP, EMA Jeep, and Amateur Radio Truck will be utilized to provide communications capability at the Alternate EOC. These mobile assets have all of the same communications capabilities as the Primary EOC. Should access to the MCP Van and Radio Truck not be available, the EMA Director's Jeep (which is taken home at night) can provide some basic communications capabilities at the Alternate EOC. The EMA Jeep has a dual band (VHF/UHF) mobile radio; a VHF radio with 20 feet of extension for a remote head; nine portable radios; and a 20 foot mast with dual band antennas; and a computer. The Radio JumpBox is located at the Alternate EOC.
2. RCC: Should the Primary County RCC be out of service, the RCC may transfer all Public Safety Answering Point (PSAP) and dispatching operations to the Knox County RCC in Rockland, Maine. Although PSAP operations cannot be transferred to the Waldo County EOC, some public safety dispatching can be accomplished from the County EOC. Additionally, a Mobile Command Vehicle can be requested through MEMA. The MVCs have the capability to operate four Computer Aided Dispatch (CAD) stations.
3. Should telephone communications become swamped by public overuse of the telephone system, the County EMA Director, RCC Director and Sheriff all have assigned a Government Emergency Telecommunication Service (GETS) card. By using the GETS card number, the call will receive priority over regular calls, thereby greatly increasing the probability that the wireline call will get through the network, even when congested.

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IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following entities/personnel are tasked with communications duties during an emergency.

- **RCC:** The RCC dispatches all law enforcement, fire department, emergency medical service (EMS) units and the emergency management office upon notification that an emergency situation exists. As soon as the County EOC is stood up, the RCC will transfer as much communications traffic with the local responders to the EOC as is practical. For disaster events, the RCC may provide a dedicated dispatcher to the County EOC. The RCC will continue to dispatch local responders, as needed.
 - **EOC Dispatcher:** During a Level 1 or 2 activation of the County EOC, a dispatcher will be assigned and located in the EOC. The dispatcher will take all incoming radio calls and either direct the call to the appropriate EOC staff member or work the issue. The dispatcher will also monitor radio traffic on the State MEMA-ALL radio.
- **EMA Staff:** During any level of activation of the County EOC, the EMA staff will utilize WebEOC and e-mail to transfer large amounts of data to and from the State EOC and other county EOCs. The County EMA online portal D4H Incident Management will be used to communicate data with the town EOCs and local partners.
- **EOC Ham Radio Operators:** During any activation of the County EOC, at least two ham radio operators will be assigned and located in the Radio Room to staff the radio communications. These operators will maintain communications with the State EOC, other county EOCs and RACES team members located at shelters, town EOCs and at incident scenes.
- **Communications Unit Leader (COML):** During a single large-scale incident, a communications unit leader may be provided by the County EMA to assist the Incident Commander with establishing and supporting an incident communications plan. This plan will identify, organize and assign radio frequencies to each on-scene function or team.
- **Communications Officer:** During a single large-scale incident, the EMA Communications Officer will oversee the radio operators staffing the EOC radio room. The radio room will manage all incoming and outgoing message traffic.
- **Radio Operators (RADO):** During a single large-scale incident, radio operators may be assigned to staff the RACES Radio Truck and/or the Mobile Command Post (MCP). These operators will maintain communications with the County EOC or the State EOC.

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V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. **Accounting and Reimbursement:** The County EMA Director will use the County EMA budget and Federal grant funds to purchase any emergency requirements for communications equipment, supplies or repairs. Necessary expenditures greater than the EMA budget will be pre-approved by warrant signed by at least two of the three County Commissioners or charged against the Disaster Recovery reserve account, further described in the Basic Plan. The County EMA Director and Finance Officer will track all expenditures. Payment requests and copies of all bills and invoices will be maintained for all expenditures.

2. **Contact information:** All contact information will be maintained on a spreadsheet called “Waldo Resource Database” located in the Resource Management folder in the County EMA electronic file system. Contact information is added and updated almost daily; inclusion in this plan is not practical.

B. LOGISTICS

1. **Internet:** As long as the Internet is up and running, it will be the primary means of transferring emergency data between the town EM Directors, County EOC and the State EOC and other county EOCs. Town EOCs may also use the Internet when they have access to it. The following Internet resources may be used:

a. **E-mail.** The use of e-mail, as practiced daily, will continue during the emergency. This is a quick and easy way to send short messages and attached documents. Damage Assessment, Situation Report and Request for Assistance forms may be submitted as e-mail attachments. The County EOC e-mail address is eoc@waldocountyme.gov. The County text mail address is 2073228684@email.uscc.net.

b. **WebEOC.** This online portal is operated by MEMA for the State and County EOCs and a few other EMA partners. The County EOC will submit incident status information, requests for resources and damage assessment information through WebEOC at <https://gateway.maine.gov/eoc7>. A username and password are required to enter. These are provided by MEMA.

c. **HAN.** The Health Alert Network is an online portal licensed by the Maine CDC and used by MEMA. This portal provides current public health situation reports, alerts and other information. HAN is MEMA’s primary means of communicating all alerts to the county EMA directors. HAN is located at <https://www.mainehan.org>. A password is required to enter.

d. **IaR.** Iam Responding an online portal operated by the Waldo County RCC and all of the County fire departments and ambulances services. This portal allows units to be contacted by SMS text either through direct radio dispatching or through email. IaR is located at <https://iamresponding.com/>. A password is required to enter.

e. **D4H Incident Management.** Waldo County EMA maintains an online portal called D4H Incident Management (IM), which allows documents to be posted and downloaded; log inputs to be made; online fillable forms to be filled in; and status boards to be updated. All town emergency management directors and County EOC staff will have access, which is located at <https://d4h.live/login>.

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e. **D4H Readiness.** Waldo County EMA maintains an online portal called D4H Readiness, which allows documents to be posted and downloaded. It also records information on individual incident and training qualifications of all affiliated volunteers with EMA. All town emergency management directors and County EOC staff will have access, which is located at <https://woimat.d4h.org/>.

f. **Spillman.** Waldo County RCC and all the law enforcement agencies in the County use the Spillman CAD system. Officers use an internal e-mail system to notify one another and the RCC. The system also records all radio traffic on Police, Fire and EMS. The County EMA staff have access to Spillman to help gain situational awareness. During a Level 1 EOC activation, there will be a Dispatcher in the EOC who will be using Spillman to manage information. This can also be displayed within the EOC.

2. **Cellular telephones:** Though convenient, the cellular phone system is not considered to be reliable during an emergency. However, when functioning, cell phones will be used by incident managers and first responders to communicate when a landline phone is not available. The cellular phone system may be used for voice communications in the EOC as needed. County EMA and Sheriff’s Office staff have government-issued cell phones.

3. **Landline telephones:** When functioning, the telephone system will be used by the County EOC and the RCC to communicate with one another and with the control centers of other emergency management and response organizations, private relief organizations, and the local media. These include the State EOC, town EOCs, town officials, fire, police and emergency medical services (EMS) departments, shelters, utility companies, hospitals, and other county EOCs and RCCs. The telephone system will be used for voice communications, fax transmissions, and text pager activations. Key County EOC telephone extensions are listed on the following chart. The EMA Director, Sheriff and RCC Director all have GETS Cards that allow greater priority in getting available circuits.

EOC/EMA Landline Phone System

Ext.	Jack #	Description	Purpose
401	63	Director’s office	Primary extension for EOC activated at Level 2 or 3. May be used by County Commissioners for privacy.
402	53	Deputy Director’s office	Primary extension for EOC activated at Level 2 or 3.
403	61	Communications Planner	Primary extension for EOC activated at Level 2 or 3.
404	C1	EOC Manager	Used by the EOC Manager; usually the EMA Director
406		GIS/Dispatch Room	Used by RCC Dispatcher(s)
408	25	EMA Kitchen	Used to reach EOC staff who are in the Kitchen
409	56	EMA Front Desk	Primary extension for EOC activated at Level 2 or 3.
411	C2	EOC Law Enforcement	Used by the Sheriff’s Office rep to take all law enforcement–related calls
412	C3	EOC Public Warning	Used by the Public Warning Manager to take all calls from the media and public.
413	C4	EOC Resource Manager	Used by the Resource Manager to receive resource requests and status update information
414	C9	EOC Mass Care Manager	Used by the Mass Care Manager to take all calls related to warming centers, ARC shelters, pet sheltering and mass feeding

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Ext.	Jack #	Description	Purpose
415	C5/83	Radio Room	Used by the RACES staff to take all calls relating to radio traffic
416	C6	EOC Information Manager	Used by the Information Manager to take all calls related to Common Operating Picture and situational awareness issues
417	C7	Damage Assessment	Used by the Damage Assessment Manager to take all calls relating to town damage assessment reports and updates from CMP.
419	C8	EOC Finance	Used by the County Finance Officer to take all calls relating to EOC finance issues
422	19	Lobby Intercom	Available for the Public to reach the EOC
430	23	EMA Garage	Used to reach EOC staff who are in the Garage
431	22	EMA Garage	Used to reach EOC staff who are in the Garage
432	26	EOC (Exit Side)	Wall phone
433	21	EOC (Office Side)	Wall phone
220		RCC Director	The number to contact the RCC Director
200		RCC	The number to contact the Dispatch Center

Note: "c" in jack number is for the ceiling jacks.

Telephone Number	Purpose	Ceiling Jack #	Wall Jack #
(207) 338-3870	EMA Line 1	10	
(207) 338-3871	EMA Line 2	11	
(207) 338-1890	EMA Fax line	12	
(207) 338-6785	TTY	13	82

4. Satellite telephones: Waldo County EMA maintains one portable satellite phone. It can be used in much the same way as a cell phone, but the user must have clear overhead access to the sky. The IMAT mobile command vehicle has an external antenna hookup so that the phone can be used inside the truck. The satellite phone has coverage throughout most of the State. This satellite antenna can also be used by the EOC in order to utilize the handset indoors.

5. Two-way public safety radios: The two-way public radios will be used by all emergency responders when in the field to communicate with one another and with the County RCC and EOC. The radio net is not secure and must not be used to transmit sensitive or classified information. The radio system will be used for voice communications and radio-pager activations. Several radio frequencies are retransmitted using repeaters, which allows an individual radio operator to communicate to any other location in the County. Other frequencies are not supported by repeaters and transmit from radio to radio, thereby greatly reducing the range of radio transmissions. The call sign for the Waldo County EOC will be WALDO EOC. The day-to-day EMA Station call sign is WALDO-1600.

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For all types of responses the following radio frequencies are utilized by County responders:

Identifier	RX	TX	PL/Decode	PL/Encode
Waldo EMA repeater	156.1425	158.9700	123.0	123.0
Waldo EMA simplex	156.1425	156.1425	123.0	123.0
Waldo EMA tactical	155.7600	155.7600		
Mobile CP Link	155.5200	155.5200		123.0
Waldo UHF-1	453.7375	453.7375		
Waldo UHF-2	458.7375	458.7375		
FIRE South	159.1350	151.1000	123.0	123.0
FIRE North	155.3850	153.9500	123.0	123.0
LE-1 (Sheriff's Office)	156.0300	159.0300	123.0	123.0
LE-2 (Belfast)	154.7325	158.8425	127.3	127.3
Statewide Car to Car	154.6950	154.6950		
Waldo Tac-1	155.8275	155.8275		
Waldo Tac-2	158.9475	158.9475		
Waldo Tac-3	158.9775	158.9775		
CC-1	151.6625	155.4300	123.0	123.0
CC-2	154.8975	159.1050	123.0	123.0
CC-3	159.4650	151.3250	123.0	123.0
CC-4	156.1875	158.9925	123.0	123.0
Harris Mountain	156.1725	159.0825	123.0	123.0
Quaker Hill	155.1750	154.0700		82.5
State Fire	154.3100	154.3100		
Region Net – Mt Ephraim	155.7300	159.4425	162.2	162.2
Region Net - Coogins	154.7250	159.3000	162.2	162.2

Green = primarily used by EMA/EOC for coordination between EOCs and the MCP.

Yellow = used by RCC to dispatch public safety personnel and for incident commanders to contact RCC.

Blue = used by law enforcement agencies.

Gray = used by EMA and all public safety agencies for coordination.

a. During an emergency, the EMA repeater channel will be used for coordination between the County EOC, the County mobile command post (MCP) vehicle and the town EOCs. This channel is also used for administrative communication by the County EMA staff and may be used by the public safety agencies during a day-to-day emergency, if it is not being used by the EOCs during a disaster. The Sheriff's Office uses the channel on occasion as a backup.

b. The EMA simplex and tactical channels may be used as a tactical channel by the County EMA and MCP or if the Aborn Hill radio repeater is inoperative.

c. The County EMA and EOC communicate with MEMA over the MSCOMMNET digital trunked system; primarily off Mt Ephraim. The EOC may also communicate over the State's RegionNet repeaters, with the closest repeater also at Mt Ephraim. The primary purpose is to maintain voice communications with the State EOC and the other county EMA/EOCs when telephone communications are out or malfunctioning.

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d. All town fire departments and local EMS services in Waldo County are dispatched on either the Fire/EMS North or Fire/EMS South radio channels. The division is geographic and is shown in the following table and a map shown on page B-10.

Fire North		Fire South	
Belmont	Montville	Belfast	
Brooks	Morrill	Frankfort	Waldo
Burnham	Palermo	Islesboro	Winterport
Freedom	Searsmont	Lincolntonville	
Jackson	Thorndike	Northport	
Knox	Troy	Prospect	
Liberty	Unity	Searsport	
Monroe		Stockton Springs	

e. LE-1 (also known as SO) is the primary operations channel for the Waldo County Sheriff's Office, Islesboro Police Department, Bayside Police Department and Stockton Springs Police Department. Maine State police officers and game wardens who are operating in Waldo County may also utilize this channel to coordinate with local law enforcement and with the RCC.

f. LE-2 is the primary operations channel for the Belfast and Searsport Police Departments. These departments utilize this channel to coordinate with the RCC.

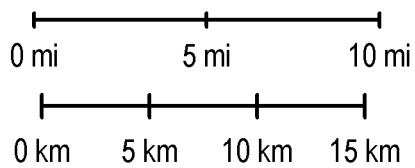
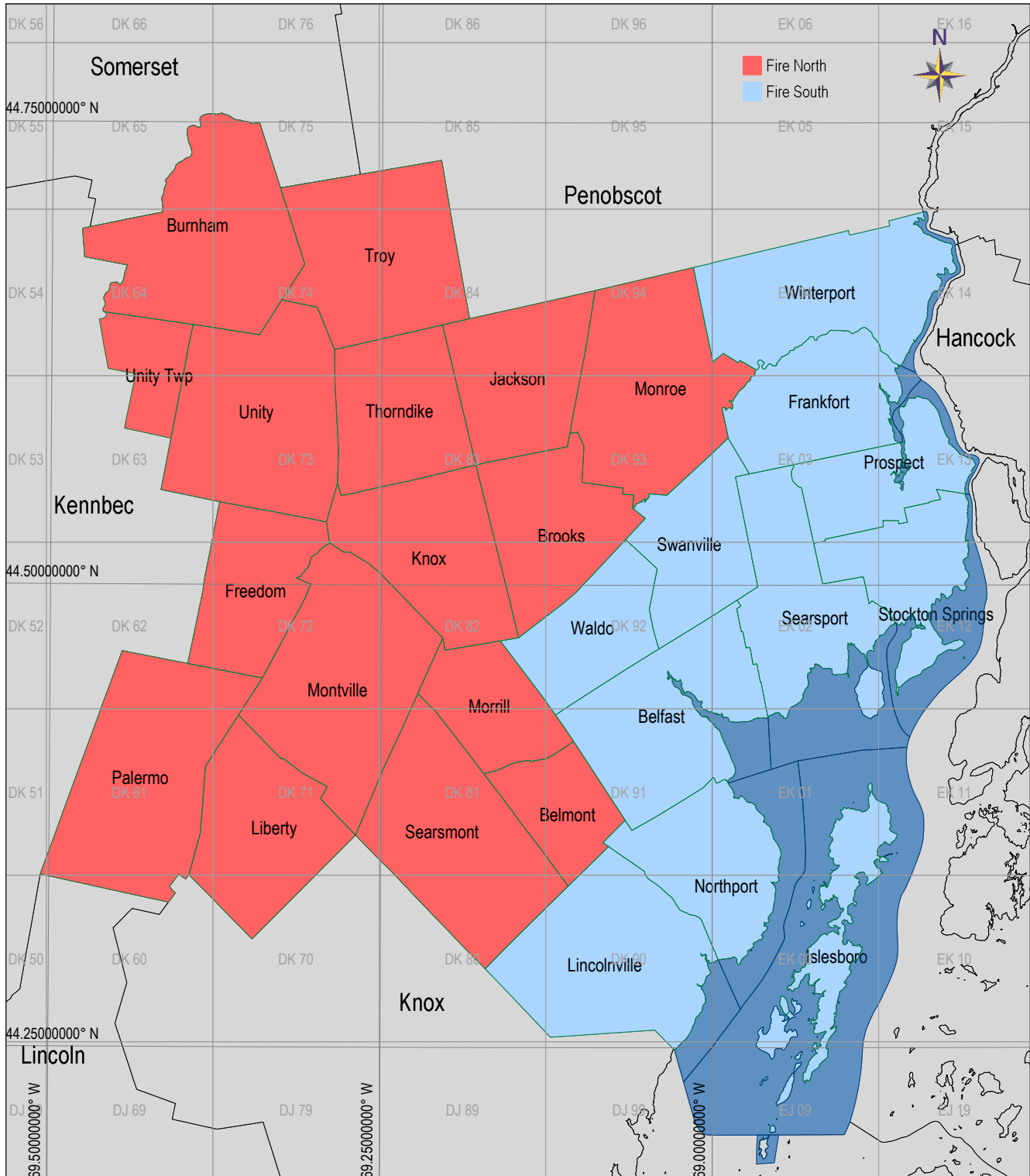
g. Local law enforcement agencies also utilize Statewide Car to Car as a tactical channel.

h. Waldo County EMA maintains three VHF and two UHF tactical radio channels for County radio communications interoperability. All county-wide public safety departments are authorized to use these channels for tactical operations at an incident scene as a common set of frequencies. This eliminates the need for each department to have all the other departments' primary frequencies programmed in their radios. These channels are known as Waldo Tac-1, Waldo Tac-2, Waldo Tac-3, Waldo UHF-1 and Waldo UHF-2.

i. Waldo County EMA maintains a VHF radio repeater on Harris Mountain in Dixmont. This repeater is an old MEMA repeater that has been repurposed as a statewide County EMA repeater. All County EOCs are encouraged to utilize this repeater as a County-to-County EMA repeater. The majority of County EOCs are able to transmit and receive on this tower. Those that are not able, will relay messages through those County EOCs that can. This is used as a backup to the State's MSCOMNET and as an open channel for the Counties, when the States periodically restricts usage of MSCOMNET.

j. Waldo County EMA maintains four VHF tactical repeater radio channels for County radio communications interoperability requiring longer distance radio traffic. These repeater channels are known as CC-1, CC-2, CC-3, and CC-4 (Common Channel). They are narrowband repeater channels for use by fire, police and EMS units and local EM directors throughout Waldo County. These four channels are used for incident management and coordination at an operational level. They are not monitored by the RCC, but they are monitored by the County EMA. Additionally, Waldo County EMA and Unity Fire Department have a joint repeater at Quaker Hill in the Town of Unity which can also be used for incident management and coordination at an operational level.

Waldo County Fire Paging Map



Map prepared by R.E. Hoey, 2 Nov 2016.
 Data from Maine Office of GIS with edits by author. Lasell Is. added to Waldo County to conform with state Unorganized Territory data.

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k. The State has developed an Incident Interoperable Communications CONOP that provides six talk-around public safety radio frequencies for use by an Incident Commander (IC) at a major emergency. An Incident Commander who wishes to use any or all of the CONOP frequencies must make a request to the MEMA Director (1-800-452-8735) or Duty Officer, who has the authority to approve a CONOP request.

l. If an event or incident meets any three of the following criteria, the Incident Commander may request that a “CONOP” Level 1 through 6 be activated:

- It involves responses from four or more agencies.
- It is expected to last six or more hours.
- It involves responses from at least three levels of government.
- Normal use of common simplex (local talk-around) channels will not support the IC’s needs.

m. The eight radio channels are:

- Statewide State Police 154.7100
- Nationwide Car to Car 155.4750
- Emergency Medical Services/Land-Air Search and Rescue 155.1600
- State Police Car to Car 154.9350
- Statewide Fire 154.3100
- Statewide Car to Car 154.6950
- Maine Hailing (VCALL 10) 155.7525 PL 156.7
- Maine TAC (select a RegionNet)

n. In addition, the State has a series of interconnected analog VHF radio repeaters located around the State of Maine called RegionNet. When agencies such as county and town first responders wish to make contact with the Department of Public Safety Emergency Communications Centers; whether for assistance or to be connected (patched) to a unit within the system, these units should utilize the RegionNets frequencies in their area to contact the Augusta State RCC.

The closet RegionNet for Waldo County is RegionNet Mt Ephraim. See page B-8 for frequency information.

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6. Base Stations and Repeaters: The Waldo County RCC and EMA maintain radio base stations and radio repeater transmitters at the following locations:

Tower location	Town	Primary channels	Property Owner
Congress Street	Belfast	LE1, LE2, Fire North, Fire South, EMA, Knox RCC	County
Aborn Hill	Knox	Fire North, LE-1, EMA, CC-1, CC-2	County
Fletcher Hill	Stockton Springs	LE2, Fire South, LE1 Voting Receive, CC-4	County Tower on Searsport Water property
Mt. Waldo	Frankfort	Fire South Backup	Atlantic Comm
South Liberty	Liberty	CC-3, Fire North Voting Receive, LE1 Voting Receive	Mariner Tower
Crocker Road	Belfast	LE2 Backup	Belfast Water District
Point Lookout	Northport	Fire South Voting Receive	Point Lookout
Quaker Hill	Unity	Quaker	Unitel
Harris Mtn	Dixmont	Statewide County EMA	CMP
Town Farm Hill	Frankfort	Fire South Voting Repeater	John Skillings

7. Amateur Radio:

a. The amateur radio network will be operated by FCC-licensed ham radio operators from the Waldo County RACES Team, local ARES (Amateur Radio Emergency Service) volunteers and other FCC-licensed ham radio operators. These radios, which have exceptional range and clarity, are operated by experienced volunteers. The ham radio system will not be used to transmit sensitive or classified information. It will be used for voice and data communications. Due to their limited number, ham radios will be primarily used to provide communication between the County EOC, the State EOC, other County EOCs, ARC emergency shelter(s), and the Waldo County General Hospital. A County EMA-owned ham radio truck and portable radio kit may both be used for field communications.

b. The County EOC has radios that can communicate in HF, VHF and UHF. The EOC Radio room can transmit voice and data (packet, APRS, FLDigi, EasyPal and DStar). There is also a dedicated marine radio and public safety radio in the EOC Radio room. Aborn Hill tower site has a VHF ham repeater, a UHF ham repeater, a DMR repeater, and radios for packet and APRS.

c. The County amateur radio operators use the following ham band frequencies:

Channel ID	Rx frequency	Offset	PL Decode
Waldo County W1EMA Repeater	147.270	+600	136.5
Waldo County RACES Packet	145.010		
Maine Emergency Simplex Frequency — Waldo primary	146.430		
Maine Emergency Simplex Frequency — Waldo secondary	147.465		
Maine Emergency Simplex Frequency — Waldo tertiary	146.460		
Maine Emergency Simplex Frequency — statewide	146.520		
Waldo County UHF Repeater	448.500	+	103.5
Waldo County DMR Repeater	145.420	-	CC 12
Waldo County – Belfast Repeater	147.165	+	136.5

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d. The Waldo County EOC ham radio room can operate on the following frequency ranges:

80 meters	3.500–4.000 MHz
40 meters	7.000–7.300 MHz
20 meters	14.000–14.350 Mhz
17 meters	18.068–18.168 MHz
15 meters	21.000–21.450 MHz
12 meters	24.890–24.990 MHz
10 meters	28.000–29.700 MHz
2 meters	144.0–148.0 MHz
1.25 meters	222.0-225.0 MHz
70 cm	420.0-450.0 MHz

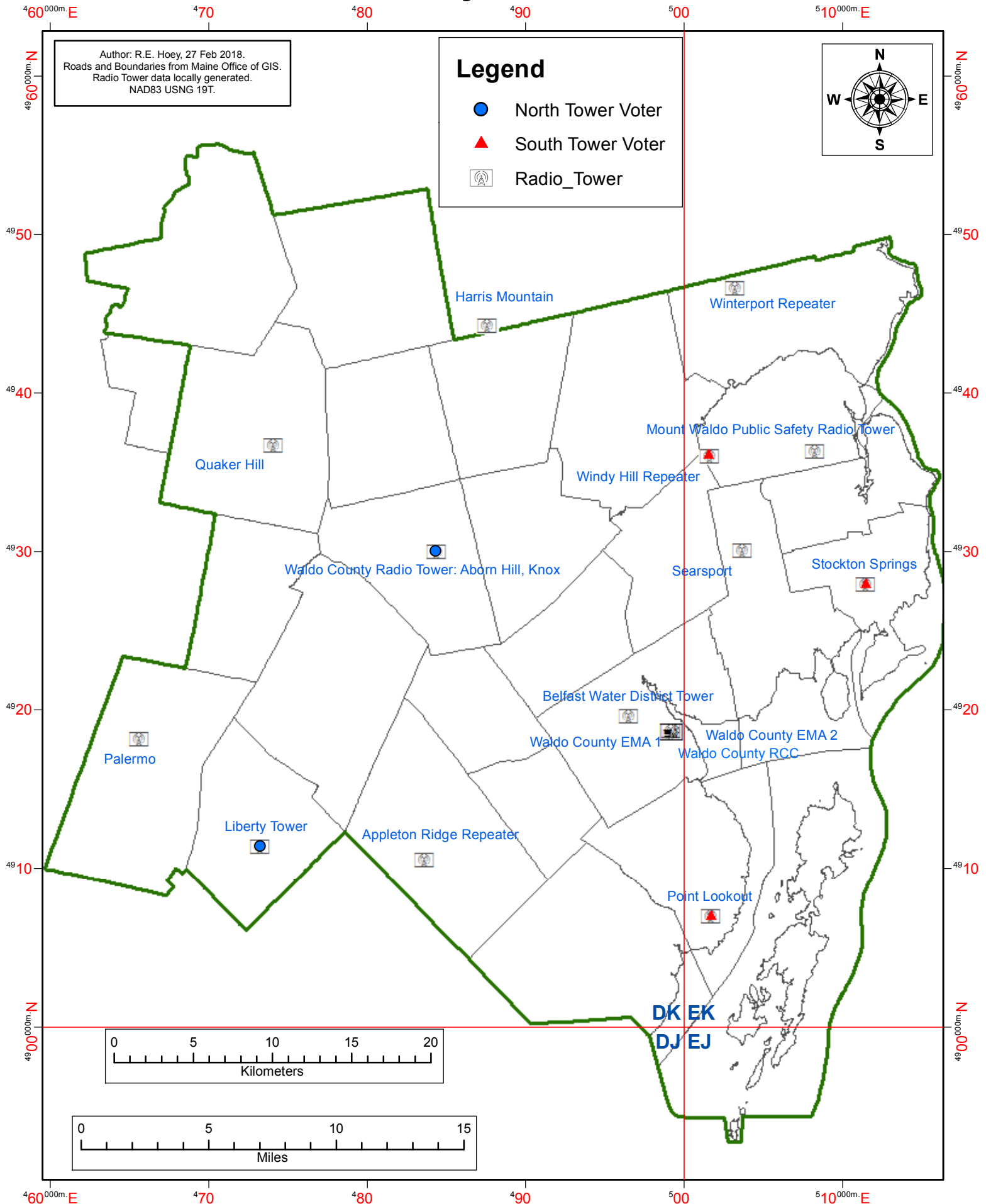
e. Most of the ham radio emergency operations will be on 80, 40, 20 and 2 meters. Further information can be found in the *Maine Amateur Radio Emergency Service Emergency Communications Plan*.

8. Levels of priority: The Waldo County EOC will utilize the following means to communicate:

	Voice communication	Data Comm	Recall	Public alert
1	Landline phone	E-mail	Fire/EMS radio page	Wireless Emergency Alert
2	Cellular phone	WebEOC/D4H	EMA SMS text page	County EMA website
3	Two-way radio	Amateur Radio	E-Mail	Emergency Alert System
4	Ham radio	Fax	Phone Tree	AM530 Radio
5	NAWAS	Runners	Runners	TV and Radio media
6	Satellite phone			Social Media

a. Should a first priority means of communication, such as using the landline telephone for voice communications, become nonfunctional, then the next level of priority communications means will be used. In this case, the next priority will be to use a cellular telephone.

Waldo County Radio Towers



ANNEX C: ALERT AND NOTIFICATION

I. PURPOSE

The Alert and Notification Annex establishes a system to alert and notify civil authorities and emergency response agencies of any probable or immediate hazard situation and the actions to be taken to safeguard life and property. It describes the alert and notification systems in place and the responsibilities and procedures for activating and using them.

II. SITUATIONS AND ASSUMPTIONS

A. SITUATION

1. The need to alert government officials is necessary for all hazards and can occur at any time. Available notification time will vary with each hazard, from very little in the case of a hazardous materials accident to several days in the case of an approaching hurricane. The County and town government emergency managers are responsible for notifying not only their own jurisdiction, but also adjacent jurisdictions that could be exposed to the hazard.

B. ASSUMPTIONS

1. The County emergency notification systems will withstand the initial effects of the hazardous event. Should primary systems fail, backup systems will be used.
2. Once the County has completed its notification procedures, Waldo County towns will complete all required municipal notifications.
3. Notification systems and equipment are established and maintained in operational condition. These systems include NAWAS, e-mail, Internet-based texting, individual telephone calls and radio pagers.
4. Alerts by NAWAS, NOAA and MEMA will be considered valid and will be acted upon.

III. CONCEPT OF OPERATIONS

A. GOVERNMENT ALERTING

1. The staff of the Waldo County EMA office will receive alerts from Federal and State agencies and the County RCC for all hazards identified in the Basic Plan. Methods include the following:

Alert Method	From Whom	Information	Hazards
Telephone call Radio Pager 2-way Radio	County RCC	<ul style="list-style-type: none"> • Incident Information • Units dispatched 	All Hazards, except Severe Storms and Disease outbreaks
Email Telephone call HAN message NAWAS 2-Way Radio	MEMA Duty Officer	<ul style="list-style-type: none"> • Incident Information • Approaching Storms • Federal response • State EOC Activation 	All Hazards
Email Telephone call	Local EMDs	<ul style="list-style-type: none"> • Incident in a Town 	All Hazards
Telephone call Email	CMP	<ul style="list-style-type: none"> • Power grid status 	Storms causing regional power outages
NOAA Radio Email	NWS Gray	<ul style="list-style-type: none"> • Storm Information 	Severe Weather
HAN message	Maine CDC	<ul style="list-style-type: none"> • Public Health threat info 	Disease Outbreaks
NAWAS	FEMA/MEMA	<ul style="list-style-type: none"> • Attack on Nation 	National or State Emergency

2. Once the County EMA has received an alert or otherwise become aware of an emergency, the staff will alert key government officials and mutual aid partners. Methods include the following:

Team	Radio page	SMS Text	Phone ¹	Email
EMA staff	X	X	X	X
State EMA Duty Officer			X	X
County Commissioners			X	X
EOC staff			X	X
Municipal EMA directors	X	X	X	X
EMA Volunteers			X	X
RACES Team	X ²	X	X	X
Search and Rescue Team			X	
Pet Shelter Team			X	X
Mutual Aid Partners			X	X

¹ Individually call those personnel that you need

² Should a severe weather emergency or comm outage occur, the RACES members will come up on 147.270 mHz

3. All alerting systems use three primary means of transmitting alerts – **telephone** (landline, cellular, and satellite), **Internet** (email and sms text), and **radio** (radio pagers). Most alerting systems will continue to function during an emergency. A severe storm, electrical grid failure or telephone/Internet system failure could reduce the means of completing alerts to the use of radio systems and runners. Firefighters, EMTs, the HazMat Team, IMAT and the EMA Director all wear radio pagers at all times and can be paged out by the RCC or EOC. EMA staff and RACES amateur radio operators are instructed to use a radio and tune into the EMA repeater or WIEMA amateur radio repeater when they realize there is a communication outage. All others would be contacted by the use of “runners”.

a. The Plain Old Telephone System (POTS) is vulnerable to physical breaks in the lines and can “island” impacted telephone exchanges. Loss of power at central offices (after generators and batteries have expired) can shut down multiple exchanges. The system is also susceptible to a cyberattack.

b. Cellular or “wireless” telephones are dependent on cell phone towers that can be damaged or experience a loss in power. Since cell phone systems utilize the POTS lines to move messages between towers, it is also susceptible to everything that can cause the POTS to become nonfunctional. Additionally, too many users using the local cellular net at one time can crash the system.

c. Local Internet service can become nonfunctional if the overhead cable, underground fiber or telephone lines are damaged. Waldo County has lost Internet service at the EOC for several hours during a storm in the past. A major denial of service can also result from a cyberattack.

d. Waldo County’s emergency management and services land mobile radio systems are not tied to the Internet and all have back up power. The RCC towers are linked together by a voter-repeater, microwave-transmitted system which has crashed before, especially from power grid failures. The County EMA repeater system, however, consists of seven (7) stand-alone VHF analog repeaters, three (3) stand-alone VHF amateur repeaters and one (1) stand-alone UHF amateur repeater. All are independent of one another and have back up power. The EMA office also maintains three (3) portable VHF/UHF repeaters that can be positioned where needed. The primary EMA repeater is often used as a backup to the RCC’s radios when they fail.

2. The Waldo County Regional Communication Center (RCC) dispatchers will immediately contact the Emergency Management Agency (EMA) Director and Sheriff, or their assigned representatives, by phone, radio, pager, text message or e-mail whenever there is the threat of or actual occurrence of a major incident or disaster. The EMA Director and Sheriff will initiate alerting as required. See the Waldo County Emergency Notification Matrix on page C-4 for notifications during specific emergency events.

3. The methods used to notify Waldo County and municipal officials and alert emergency response organizations include landline and cellular telephones, e-mails to key officials, Internet-based alerting systems and the radio pagers of local fire and emergency medical services (EMS) responders.

4. Waldo County EMA will alert the County Commissioners, municipal emergency management directors, fire departments and/or municipal elected officials and relay any hazard information that is needed by those parties. The need to alert will be decided by the EMA Director, or if the EMA Director is not available, the most senior member in the EMA office.

5. The County EMA will use telephone, e-mail, text messaging and radio-pager tones to alert municipal officials and responders. The EMA will use telephone and e-mail to alert the County Commissioners, and will request assistance from the County Clerk, as needed, to contact the County Commissioners.
6. If an immediate emergency situation is in progress, the RCC dispatchers have the authorization to alert, by radio pagers, any and all county and municipal emergency responders. The RCC is located at 2 Public Safety Way in Belfast and is staffed on a 24-hour basis.
7. Should the Waldo County RCC be out of service, the Knox County RCC may be used as a backup for 911 and radio service for the towns of Waldo County. The Maine State Police headquarters in Augusta will be used as a secondary backup for all 911 telephone traffic.
8. Emergency alerts may be received from the Federal or State government through the NAWAS (the National Warning System).¹ NAWAS stations, which are wall-mounted push-to-talk phones, are located in the RCC Dispatch Room and the EMA Administration office. After hours, when the RCC dispatchers receive a NAWAS warning, they will notify the EMA Director.
9. All fire and EMS responders in Waldo County can be alerted through the radio-pager alert system operated by the RCC. Radio-pager activations are “toned-out” on the Fire North and Fire South radio frequencies. In addition to this system, many of the Fire and Ambulance Departments and County EMA are also alerted through the IamResponding computer service. This service converts the Spillman Computer Aided Dispatch (CAD) radio paging messages to text and sends the texts to those firefighters and EMTs who are included in the system. The firefighters and EMTs have the ability to notify the system, using their phone, if they are responding to the call or not. The RCC and the public safety officials are then able to get a visual report on the response status.
10. Should a county-wide disaster occur, each affected town is expected to activate its town EOC. Contact between the Waldo County EOC and the town EOCs will be used to update public officials and first responders. Each town must have procedures in place to alert its first responders from its EOC.
11. Waldo County RCC and EMA utilize the Spillman Response Plan computer-aided dispatching software. This allows the County to define the agencies and units that will respond to a law enforcement, fire, or EMS call at a specified alarm level.

¹ NAWAS is a telephone network used to convey warnings to federal, state and county governments. Its original mission was to warn of a missile launch against the United States. It still supports this mission, but its emphasis is now on natural and technological disasters. Its use is authorized under Title VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Table C-1, Waldo County Emergency Notification Matrix

Contacted entity	Primary initiator	Aircraft crash/rescue	Aircraft down & missing/rescue	Building/bridge collapse	Dam breach	Disease outbreak	Earthquake	Explosion	Hostage incident	Hurricane	Mass casualty incident	Non-petroleum hazmat release	Oil spill, greater than 1,500 gallons	Oil spill, less than 1,500 gallons	Oil spill in a water body	Major flooding	Major forest fire	Major structure fire	School bomb threat	School shooting	Ship/boat sinking	Terrorist attack	Tornado/microburst	Train derailment	Tsunami	White powder incident	Winter storm, severe
Maine Fusion Center	SO																					A					
County EMA Director	RCC	A	A	A	A		A	A	A	A	A	A			A	A	A	A	A	A	A	A	A	A	A	A	A
County Hospital	RCC	A	A	C			C	C	A	A	A										A	A	A				
County Sheriff	RCC	A	A	A	A	A	A	A	A	A	A	A	C	C		A	A	A	A	A		A	A	C	C	A	C
Maine DEP	RCC	A	A	C				A				A	A	A	A							A	A		A		C
Maine DOT Radio Room	RCC	A	A	A	A		C									C								A			
Maine Fire Marshal	RCC							A										A						A			
Maine Forest Service	RCC	C	C														A										
Maine Marine Patrol	RCC	C	C																			A					
Maine State Police	RCC	A	A	A	A			A	A		A	A								A	A						A
Maine Warden Service	RCC		C																								
Municipal fire chief	RCC	A	A	A	A			A			A	A	A	A	A	A	A	A	A			A		A			A
Municipal harbormaster	RCC	C	C							A					C							A			A		
Municipal police chief	RCC	A	A	A	A			A	A		A									A	A						A
U.S. FAA	RCC	A	A																								
U.S. NTSB	RCC	A	A	A																		A					
U.S. Coast Guard	RCC	C	C								C				A							A	A				
County WCAP	EMA						C			C																	C
County IMAT	EMA	C	C	A				A	C		A						C				C	C	A				
County RACES/ARES Team	EMA	C	C	C				C		A						C	A					C	C				A
County Search and Rescue Team	EMA	C	C	C							C											C					
Maine 211	EMA									C						C											C
Maine American Red Cross chapt	EMA	C	C	C			C	C		A	A					C	C	A									A
Maine Bureau of Labor Standards	EMA			C																							
Maine CDC	EMA					A																					
Maine EAS	EMA																										
MEMA Duty Officer/EOC	EMA	A	A	A	A	A	A	A	A	A	A	A	C		C	A	A				A	A	A	A	A	A	A
Maine NG 11 CST	EMA																						A				A
Maine Wing, Civil Air Patrol	EMA	C	C		C			C		C							C					C	C	C			
Media: newspapers	EMA					A																					
Media: radio	EMA			A	A	A				A		A					A					A					A
Media: television	EMA			A	A	A				A		A					A					A					A
Municipal elected officials	EMA					A	A			A						A											A
Municipal EM directors (affected to)	EMA	A	A	A	A	A	A	A	A	A	A	A	A			A	A	A	A	A	A	A	A	A	A	A	A
Municipal school superintendent	EMA					A		C	C	A		A								A	A						
Neighboring county EMA directors	EMA	C	C	C		C	C			C		C					C					C					C
Neighboring county hazmat teams	EMA	C	C					A				A										A					C
NERRC	EMA	C	C	C		A		C			A										C	A					
Nursing homes	EMA					A				A		A															
U.S. National Weather Service	EMA									A		A												A			A
Utility: power	EMA			A			C	C		A							A						A				A
Utility: telephone	EMA			A			C	C		A							A						A				A

Contacted entity = the agency or department that should be contacted.

Primary initiator = the agency or department primarily responsible for making the notification.

A = always (entity will always be contacted).

C = conditional (primary initiator will decide whether to contact the entity).

Waldo County Emergency Operations Plan

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following EOC staff positions are tasked with warning duties during an emergency.

- **EMA Director:** Oversees, directs and tracks progress of all alert and warning actions. Has the authority to activate all county alert and notification systems. The EMA Office monitors the NAWAS circuits during normal business hours.
- **RCC Director:** Maintains the County's alerting system for emergency responders. The RCC monitors the NAWAS circuits on a 24-hour basis and relays all warnings to the EMA.

V. ADMINISTRATION AND LOGISTICS

A. **CONTACT INFORMATION:** Contact information for all officials and agencies that may need alert notification is located in the MS Excel spreadsheet titled Waldo Resource Database, which is located on the EMA computer system at: W:\5 - Resource Mmgt.

B. **NAWAS:** System malfunctions should be reported to the MEMA IT office (624-4431), as soon as possible. The NAWAS is continuously monitored by the Maine Public Safety TCC in Augusta.

Waldo County Emergency Operations Plan

ANNEX D: PUBLIC WARNING AND INFORMATION

I. PURPOSE

Waldo County must be able to warn and disseminate official information and instructions to the public before and during a potential or actual emergency or disaster. This annex describes the means, organization and process by which this information will be provided by the Waldo County government in a timely and useful manner. This section will describe the immediate warning process and the information that will be disseminated to the public.

II. SITUATIONS AND ASSUMPTIONS

A. SITUATION

1. Mass casualty incidents, forest fires, hazardous materials incidents, explosions, and terrorist attacks will require an immediate release of emergency public information. This will be accomplished using the Emergency Alert System (EAS), the Wireless Emergency Alert (WEA), the NOAA weather radio system, social media and broadcast requests to regional television and radio stations as explained in Annex C.
2. In the case of an earthquake that causes structural damage or a wide-scale utility outage (telephone, power or Internet), there will be no opportunity to alert the public before the event. Instead, the County Emergency Management Agency (EMA) will provide short and long term recovery information to the public through the broadcast, print and social media and through information passed to the Towns.
3. Because there is usually substantial advance warning before floods, severe weather such as hurricanes or blizzards, and disease outbreaks (epidemics or pandemics), the County EMA office may have hours or days to get the public's attention. The office will use the County EMA website and social media sites, e-mails, and the broadcast and print media to warn the public of the approaching dangers and to provide preparedness or recovery information. The State EMA may utilize the Emergency Alert System, as necessary. The National Weather Service will utilize the NOAA weather radio to update the public to approaching severe weather.

B. ASSUMPTIONS

1. Public warning equipment is maintained in operational condition. These systems include the EAS (Emergency Alert System), the Wireless Emergency Alert (WEA), NOAA (National Oceanic and Atmospheric Administration) weather radio, commercial radio and television stations, print media, Internet websites, Internet-based notification systems, cell-phone-based notification systems, social media, telephone systems, e-mail distribution lists and radio pagers. It is assumed that the Federal government will be able to keep its systems operating.
2. Some people located in the hazard areas may ignore, not hear, or not understand issued warnings. No system is going to reach everyone in the County. Tourists and other visitors may not be tied into all of the local warning systems.
3. Radio transmissions by the NOAA weather radio can reach all portions of the County.

Waldo County Emergency Operations Plan

4. Regional radio and television stations are willing to transmit public information announcements, and local newspapers are willing to print detailed recovery information.
5. National news agencies may send media crews to Waldo County. This will greatly complicate and could overwhelm the county EMA public information response capability. In such cases, public information officer support will be requested from the State of Maine and neighboring counties.
6. The internet will remain up and running and will allow online tools, such as websites, social media and internet-based mass notification system to function.
7. The percentage of non-English-speaking residents is so small that a means of providing public information in other languages will not be undertaken by the County EMA office. Although there may be a few tourists or immigrant workers who do not speak English, they will most likely be with families or groups that have the capability of translating. However, should there be a need for interpreting or translation services, resources in the Administration and Logistics section of this annex will be used.
8. Some regional television and radio broadcast stations are without emergency power and may be off the air for the duration of any emergency that causes electrical power outages.
9. The public will utilize many diverse methods of receiving emergency information. The County EOC will attempt to utilize as many different media systems (TV, radio, cell phone, e-mail, online news sites, print media, social media and others). The County will have to prioritize its information dissemination, and attempt to hit the largest audience first.

III. CONCEPT OF OPERATIONS

A. GENERAL

1. At the start of any disaster or when the threat of a disaster becomes clear, the Waldo County Regional Communication Center (RCC) shall immediately contact the County EMA Director by all means possible. The County EMA Director will contact the emergency management directors of the municipalities affected by the disaster to relay all available disaster information. If the County EMA Director is not available, the RCC shall initiate a radio page to the fire departments of all effected municipalities.
2. The County EMA Director shall initiate the release of emergency public information during any major emergency or disaster. If the County EMA Director is not available, either the RCC Director or the County Sheriff shall initiate the release of information.
3. The County EMA Director may activate the County Emergency Operations Center (EOC) in the event of a disaster or anticipated disaster, at which time the Public Warning Manager will report to the EOC to release emergency public information to the internet, broadcast and print media.
4. The Waldo County government has two release points for emergency public information; the Sheriff's Office and the County EMA office (or the EOC, if it is located elsewhere). The County EMA Director will be in contact with the PIOs from the Maine Emergency Management Agency (MEMA) and (if applicable) other responding agencies to ensure that one single coordinated message is released to the public. This coordination constitutes Maine's Joint Information System; when a physical Joint

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Information Center is activated, it will most likely be located at the State EOC. There may be instances, such as a school shooting, where a Joint Information Center (JIC) is established by an incident commander. The composition and location of the JIC will be determined by Incident/Unified Command as and when needed. All Joint Information System and Joint Information Center activities shall be conducted in accordance with National Incident Management System (NIMS) guidelines.

5. Emergency public information activities shall be prioritized as follows:

- Production and dissemination of emergency public information
- Media relations
- Response to public inquiries
- Monitoring and control of rumors

6. Emergency public information is instructional and focuses on warnings, information about protective measures and the general progress of events, and similar messages.

7. Emergency public information tasks will vary depending on how much advance warning of the event exists, as described in the next two sections.

B. PREPARING FOR A FORECAST EVENT: When an emergency or disaster is anticipated, the EMA Director will carry out the following.

1. Review the County Emergency Operations Plan and EOC Job Aids and prepare to carry out emergency public information tasks. These documents are located on the EOC Plans shelves.

2. Establish and maintain contact with the internet, broadcast and print media.

3. Release emergency public information on the forecasted event that identifies the hazard, estimates the time of impact, suggests property protection measures, lists typical supply items needed for at least three days, provides evacuation instructions, if necessary, informs on how often additional public information will be released, and lists telephone numbers for further information.

4. Monitor media reports.

C. RESPONDING TO EVENTS NO WARNING: When an emergency is imminent or under way, the EMA Director will carry out the following steps:

1. Determine what public protective actions (evacuation or sheltering-in-place) is necessary. Release this information to the public through the Public Warning processes available. Some tasks include:

a. Activate and disseminate information through WEA to the public's cell phones.

b. Request activation of the EAS by the MEMA Duty Officer.

c. Contact the National Weather Service office in Gray to request an emergency message be transmitted on the NOAA weather radio.

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d. Contact regional radio and television stations and request the broadcast of emergency public information.

e. Update the County EMA website with current public information.

2. Ensure that “immediate danger” public information releases identify the hazard, identify the areas at risk, advise on personal protection measures, list the actions being taken by emergency response personnel, inform on how often additional public information will be released, and list telephone numbers for further information.

B. PUBLIC WARNING

1. The methods used by the County EMA office to disseminate emergency warnings to the general public include the Wireless Emergency Alert (WEA), the Emergency Alert System (EAS), the NOAA weather radio (NWR), the websites (Web), social media (SM), local TV and Radio stations, and Email.

2. The following Chart shows what means of alerts the County will use for specific hazards in relation to Watches and Warnings.

Hazard	Watches	Warnings
Severe Winter Storm	Web, SM, E-mail	WEA, EAS, Web/SM, E-mail
Cyber Incident	Web, SM, E-mail	Web, SM, E-mail, TV/Radio
Disease Outbreak	Web, SM, E-mail	Web, SM, E-mail
Severe Summer Weather	Web, SM, E-mail	WEA, EAS, Web, SM, E-mail, TV/Radio
HazMat Release	No Notice Event	No Notice Event
Flooding	Web, SM, E-mail	WEA, Web, SM, E-mail
Terrorism/Mass Killing	No Notice Event	No Notice Event
Forest Fire	Web, SM, E-mail	WEA, EAS, Web, SM, E-mail, TV/Radio
Civil Disturbance	Web, SM, E-mail	WEA, Web, SM, E-mail, TV/Radio
Severe Solar Storm	Web, SM, E-mail	Web, SM, E-mail
Large Scale Grid Failure	No Notice Event	No Notice Event
Nuclear Attack	Web, SM, E-mail	WEA

The County EMA will not initiate NOAA Weather Radio alert message requests for weather events. This will be accomplished solely by the NWS in Gray.

All Warning methods may be used for providing critical information after a severe event has occurred to instruct the public to evacuate, shelter in place or stay away.

The WEA may be used to inform the public to tune into a certain radio station for more information.

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2. FEMA's Integrated Public Alert and Warning System (IPAWS) is an Internet-based capability government authorities can use to issue critical public alerts and warnings. Ideally, IPAWS is used to alert multiple alerting systems. The State EMA only authorizes the County EMA officials to access the Wireless Emergency Alerts (WEA) part of IPAWS.

a. Waldo County EMA uses CodeRed© as its WEA platform. WEA is an alert system that allows wireless phones and other enabled mobile devices to receive geographically-targeted, text-like messages alerting them of imminent threats to safety in their area. WEA enables the County EMA officials to target emergency alerts within Waldo County through cell towers that broadcast the emergency alerts for reception by WEA-enabled mobile devices. Requests for a local IPAWS activation will be validated by the County EMA Director or his Deputy. Requests may come from local Public Safety Officials, municipal Emergency Management Directors, or a municipal chief executive official. The Waldo County EMA Director and Deputy Director are designated in writing to be the County's alerting authorities for issuing emergency broadcasts with WEA. EMA staff members are also trained to send a WEA message. The area of responsibility includes all of Waldo County.

b. The WEA system is initiated through Internet access and received by cell phones. Should a hazard take out either the Internet or cell phones, the WEA system may fail. Local hazards that could cause this loss could include a severe winter or summer storm, a cyberattack, or a power grid failure. Even if the County EOC has Internet and backup power, the public may not have charged or functioning phones.

3. EAS is a Federal and State public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service (SDARS) providers, and direct broadcast satellite (DBS) providers to provide the communications capability to the President to address the American public during a national emergency or the State EMA office during a state or local emergency.

a. An EAS activation request may be initiated by local Public Safety Officials, municipal Emergency Management Directors, or a municipal chief executive official and communicated to the Waldo County EMA Director or Deputy. Should the EMA Director not be available, the RCC will request authorization from the RCC Director or the Waldo County Sheriff. The EMA Director or Deputy will draft the message and initiate the alert by contacting the MEMA Duty Officer. If unable to reach the MEMA Duty Officer, the EMA Director will contact the National Weather Service Forecast Office in Gray to initiate the EAS. The MEMA duty officer or Augusta PSAP will activate the EAS by transmitting the EAS signals that are relayed through the state EAS Relay Network. The Network then alerts local broadcast stations and cable systems in the affected areas.

b. The EAS system is initiated at the State through Internet access and received by local TV and radio stations. Should a hazard take out the State government Internet access, an EAS would not be able to be initiated. Most commercial television and radio stations do not have backup power. Local hazards that could cause an EAS "transmitting and receiving" problem could include a cyberattack or a power grid failure. Additionally, much of the public may not power for televisions.

4. Working with the Federal Communication Commission's (FCC) Emergency Alert System, the NOAA Weather Radio is an "All Hazards" radio network. NWR also broadcasts warning and post-event information for all types of hazards. The NOAA weather radio system serves the entire County. It provides weather information and emergency warning of hazard situations such as severe weather, national security threats, and nuclear power incidents.

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- a. The County EMA Director can contact the National Weather Service Forecast Office in Gray to initiate the system.
- b. The NOAA Weather radio system is very reliable and survivable, with weather resistant systems, backup power, and alternate transmitting offices. However, it is still susceptible to a cyberattack.
5. The County EMA office, with assistance from the County Information Technology (IT) vendor, can place a short message “ticker” on the top of the County EMA website. This is usually used to disseminate the locations of emergency overnight shelters. The use is this will be lost if the Internet is inaccessible resulting from a severe storm, cyberattack, or a power grid failure.
6. The County EMA has established organizational accounts with Facebook and Twitter. When there is sufficient time, non-time-critical disaster information (such as shelter locations) and storm preparedness information is posted on these social media mediums. The use is this will be lost if the Internet is inaccessible resulting from a severe storm, cyberattack, or a power grid failure.
7. The County EMA Director or Sheriff may contact local commercial radio and television stations for the purpose of initiating warning announcements. Such announcements must contain information regarding what has occurred, what areas are affected, what activities the general public is expected to take, the duration of the activities, and the caller’s authority to make the announcement. Contact numbers for the main broadcast stations near Waldo County are as follows:

Radio Stations	Phone	TV Stations	Phone
Blueberry radio stations	944-4239	WLBZ TV Channel 2	942-4821
Cumulus radio stations	989-5631	WABI TV Channel 5	947-8321
Maine Public Radio stations	1-800-884-1717	WVII TV Channel 7	945-6457

The use is this alerting system will be lost if telephones are nonfunctional or if stations are off the air because of a severe storm, cyberattack, or a power grid failure.

8. Several print newspapers in the area maintain online information websites. When there is sufficient time, non-time-critical disaster information (such as shelter locations) and storm preparedness information may be e-mailed to the newspaper contacts so that they can post the information on their websites. The use is this alerting system will be lost if telephones or the Internet are nonfunctional because of a severe storm, cyberattack, or a power grid failure.
9. Each town in the County is responsible for the dissemination of emergency public warnings through emergency vehicle sirens and door-to-door sweeps by local emergency responders. The towns will operate their warning systems as outlined in their own respective plans, procedures and guidelines.
10. The County EMA may contact local schools, businesses, community organizations, the Waldo County General Hospital, and area nursing homes to pass on emergency alert information. This is accomplished by e-mail, phone calls or runner. If the telephone and Internet systems are nonfunctional because of a severe storm, cyberattack, or a power grid failure, warnings may need to spread by runners.
12. Town emergency vehicles with public address systems may advise the public of the specific hazard and the protective actions that they should take.

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13. Vulnerable Populations. The EAS, WEA and NWR alert systems provides messages that can be accessed by the elderly, children, poor, blind or deaf through televisions with closed captioning, radios and/or cell phones. A person with a sensory disability will need to have the appropriate television, radio or cell phone to “read” the message. Waldo County has few residents who can’t speak and read English, and warnings are only provided in English.

D. RECOVERY

During the recovery phase, the EMA Director or designated staff member will do the following:

1. Continue to release emergency public information focusing on restoration of essential services, travel conditions, restrictions, and available assistance programs.
2. Monitor media reports and telephone inquiries for accuracy, and respond as needed to correct rumors. A news release may be sent out to media outlets and posts made to the County’s social media accounts to dispel rumors.
3. Ensure that “recovery” public information releases report on the current situation assessment and government actions, provide survival instructions to those still affected, identify where and how to get help, list health information, identify restricted areas, inform on how often additional public information will be released, and list any telephone numbers for further information.

E. INTERNAL COORDINATION

1. Currently, the only trained Public Information Officers (PIO) in the County government are the County EMA Director and Deputy. Typically, the County EMA Director will be the only point of dissemination of official emergency public information to the media from the County government. The accuracy of all emergency public information will be verified by the EMA office. The Sheriff’s Office will release information relating to law enforcement actions and for information relating to deaths.
2. Should the incident be of such complexity that a Media Center is required, the Media Center may be located at the UMaine Hutchinson Center, as laid out by a support agreement. The Media Center will be used to provide press releases and briefings to the media.
3. Local media representatives who are known by County EMA staff will be provided a media badge that will allow them access to the Media Center. Media representatives not known to County EMA staff must provide (a) identification and (b) a telephone number to their main office. A call to the media representatives’ main offices will be made in order to authenticate their work credentials so that a media badge can be issued. This task will be handled by County administrative personnel.
4. If a disaster occurs that is large or unusual enough to attract the national media in large numbers, the County does not have the facility or the financial or personnel resources to manage the situation. In such a case, the County EMA office will immediately request public information resources from MEMA. If the disaster involves a criminal or terrorist incident, the public information responsibility will be handed off to the Maine Department of Public Safety. The Waldo County government will assist the Maine Department of Public Safety PIO with personnel and facilities.

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F. INTERJURISDICTIONAL COORDINATION

1. Each town is responsible for providing emergency public information for any disaster that falls solely within its jurisdiction. The town, through their EM Director or Fire Chief, may request public information assistance from the County EMA.
2. The County is responsible for providing and coordinating public information for disasters that involve more than one town. The County EMA may request that town representatives become a part of a county-wide Joint Information System and coordinate with the County EOC.
3. If a town requires the use of the WEA, EAS or NOAA weather radio system, it will request them through the County EMA office, which will in turn request the use of the EAS from MEMA and the NOAA weather radio system from the National Weather Service office in Gray.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

1. The following EOC staff positions are tasked with Emergency Public Information responsibilities during an emergency.
 - **EOC Manager:** Initiate release of emergency public information. Determine the location of the Media Center. Act in the role of PIO in small-scale emergencies. Act as the spokesman, briefing TV and Print media reporters.
 - **Public Warning Manager:** Produce and disseminate emergency public information through social, internet, television, radio and print media. Receive and respond to public inquiries. Release information on the county website and social media accounts.

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V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

C. EAS ACTIVATION PROCEDURES

1. The County must request EAS activation from the Maine Public Safety RCC or MEMA.
 - Fill out an EAS Regional Activation Request form. All information requested on the form must be entered.
 - Telephone the RCC 624-7076 or MEMA 624-4000 to advise them you are preparing an EAS request which will be faxed shortly.
 - FAX the form to the RCC number above during non-business hours or to either RCC or MEMA during business hour.
 - Maine Public Safety RCC Fax# 287-4805
 - Maine Emergency Management Agency Fax# 287-3178
2. Upon receipt, the RCC or EOC will review the completed request. The reviewers will determine if the requests meet EAS program guidelines. If there are any discrepancies you will be contacted for clarification.
3. Within Waldo County, the following officials are authorized to request an activation of Maine EAS. Contact these officials in the order listed until one is reached.
 - County EMA Director or Deputy
 - County RCC Director or Shift Supervisor
4. Contact should be made with the County EMA or RCCs in the adjoining counties, if these counties will also be impacted by the event. A common message for emergency information should be drafted and submitted as one request for EAS activation.

5. Sample Local EAS Message

"We interrupt this program to activate the Maine Emergency Alert System for an announcement from the Waldo County Emergency Management Agency. Important information will follow."

a. CEM = Civil Emergency Message

Stay Away From Impacted Area

Effective immediately and extending until further notice, the Waldo County Emergency Management Agency has requested that all persons living, working or traveling in the vicinity of (*geographic description of area to stay away from*) stay away from the area. A (*forest fire, hazardous materials release or terrorist attack*) is or has occurred and the public is at risk within this area. If you are in need of overnight shelter, please contact 211 for information on the locations of shelters that have been activated. Do not call 911 unless you have a serious personal emergency.

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Shelter-In-Place – Hazardous Materials Release

Effective immediately and extending until further notice, the Waldo County Emergency Management Agency has requested that all persons living, working or traveling in the vicinity of (geographic description of area to stay away from) take immediate shelter indoors. A hazardous materials release has occurred and the public is at risk within this area. Close all doors and windows and turn off any device that exchanges air with the outdoors. Stay in an interior room with as few windows and doors as possible. Do not call 911 unless you have a serious personal emergency.

b. EVI = Immediate Evacuation Order

Evacuate the Area

Effective immediately and extending until further notice, the Waldo County Emergency Management Agency has requested that all persons living, working or traveling in the vicinity of (*geographic description of area to stay away from*) evacuate the area. A (*dam breach, forest fire, hazardous materials release or terrorist attack*) is or has occurred and the public is at risk within this area. To protect yourself and your family from this dangerous situation, leave your home or workplace immediately for a safe destination outside the hazard area. Take only pets and essential items such as medications with you. If you are in need of overnight shelter, please contact 211 for information on the locations of shelters that have been activated. Do not call 911 unless you have a serious personal emergency.

“This concludes programming of the Maine Emergency Alert System. All broadcast stations and cable systems serving the Southeast Region are requested to rebroadcast the preceding announcement, which was issued by the Waldo County Emergency Management Agency. We may now resume normal operation.”

D. IPAWS-WEA ACTIVATION PROCEDURES

1. Before activating the WEA in response to an emergency situation, the authorizing official should consider the following criteria:

- Does the hazardous situation require the public to take immediate action?
- Does the hazardous situation pose a serious threat to life or property?
- Is there a high degree of probability the hazardous situation will occur?
- Do other means of disseminating the alert ensure rapid delivery of urgent information?

2. Once it has been determined that a WEA message will be sent, the authorizing official will use the CodeRED online application which can be accessed from any computer or tablet. Each authorized official will have their own separate username and password that must be kept secured.

3. Alert recipients will be instructed to listen to local television and radio stations, check their cell phone text messages and/or call 338-3870 to receive further information.

4. All WEA authorized officials have completed the necessary training (IS-247a and IS-251) and have been approved as a Collaborative Operating Group (COG) in order to use this system. Testing will be completed annually with all authorized officials.

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E. INFORMATION DISSEMINATED TO THE PUBLIC

1. The type of information that will be disseminated to the public before and/or during a disaster event is information to alert the public to hazards, provide situational information, and provide directions on what to do. This information includes:

a. Event/Incident: Description of what is expected or is happening. It will also include the impacted or vulnerable locations and the impact times or durations.

b. Evacuations: Description of what areas are recommended for evacuation and the identification of the recommended evacuation routes. Guidance on what to bring, locations of available fuel, and the times that evacuations should be initiated and completed may also be included.

c. Shelter-In-Place: Description of what areas are recommended for shelter-in-place and guidance on how to shelter-in-place. Guidance on the when it is safe to leave your shelter may also be included.

d. Power Outage Status: General description of what areas are impacted and the locations where power restoration is underway. Safety guidance relating to carbon monoxide poisoning will be included.

e. Roads Closed: Listing of major roads and bridges that are closed will be included. Safety guidance relating to driving through flooded areas may be included.

f. Weather Brief: The latest weather predictions for Waldo County, as provided by the National Weather Service, will be posted. Current conditions, such as total snow fall, may be included.

g. Shelters: Listing and addresses of which local County and/or American Red Cross emergency shelters have been opened. Guidance will be provided on what to bring with the residents to the shelter. Information will also be provided on whether there is an open emergency pet shelter and the phone number to call for public transportation to the shelter.

h. Warming Centers: Listing and addresses of which Town warming centers have been opened. Information will be provided on the times the warming center is open, if there are showers available, if cell phone charging is permitted and if food and refreshments are provided.

i. Mass Feeding Sites: The dates, times and locations of any mass feeding events or “emergency public suppers” will be listed.

j. Other News: Any other disaster relevant information or instructions will be included.

1. Press Releases will be released on the Waldo County EMA “*Official Press Release For Current Emergency*” form when being released in person, faxed or e-mail as a scanned document.

2. The EOC Manager or Public Warning Manager will maintain a chronological record of media contacts and releases of information and copies of all media releases.

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B. LOGISTICS

1. Should there be a need for a foreign language interpreter, the County EOC will request assistance from the local high school foreign language teachers, through the State Judicial System, or the State EOC.

2. Emergency Public Information

a. Review of the means to disseminate public information

- 1) County Website
- 2) Social Media
- 3) E-Mails to EM Directors, Fire Chiefs, Town Offices, School officials and large groups
- 4) E-Mails to area newspapers and their associated websites
- 5) Phone calls to local TV and Radio stations
- 6) Phone call to 211
- 7) Paper notices to schools to send home with school children
- 8) Posters & flyers located at medical clinics, grocery stores, post offices, general stores, etc
- 9) Cable TV access channel
- 10) Town Office marques

b. Where to go to find additional emergency public information.

- 1) County Facebook account
- 2) County website: <https://www.waldocountyme.gov/documents/whats-going-on/>
- 3) MEMA website: <http://www.maine.gov/mema/prepare/>
- 4) FEMA website: <http://www.ready.gov/>
- 5) Phone Number 211 (general assistance, locations of shelters and warming centers)
- 6) Phone Number 338-3870 (Waldo County EMA)

c. Types of Information to Release

- 1) Description of the Severity and Duration of the Hazard, including numbers of casualties
- 2) Evacuation Instructions
- 3) Shelter-In-Place Instructions
- 4) Road Closures, Locations to Avoid or Road Detours
- 5) Power Restoration Status
- 6) Overnight Shelters, Warming Centers and Mass Feeding sites established
- 7) Property protection measures
- 8) 3-day disaster supply kits
- 9) Where to find government and NGO assistance
- 10) Safety measures
- 11) Where to go to volunteer
- 12) Where and what to donate
- 13) How to obtain information about separated relatives/friends
- 14) Location of Disaster Recovery Centers

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ANNEX E: PROTECTIVE ACTIONS

I. PURPOSE

This annex details the ways in which the Waldo County government will assist the town governments with recommending and implementing protective actions to protect the public. Actions include the orderly and coordinated evacuation of residents and visitors, instructions for the public to shelter-in-place, and for the coordinated activities for restricting access to and encouraging the public to stay away from dangerous areas.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. An immediate evacuation of residents and visitors may be required for hazardous materials (hazmat) incidents, terrorist attacks, and aircraft accidents. Such an event could take place at any location within the county, but the need to evacuate will be more likely to occur in populated areas. Localized evacuations may be required during large forest fires. This is more likely to occur in the rural areas of the County. Evacuation will be accomplished by the town emergency responders on scene. Evacuation information will be released using the WEA, broadcasts from regional radio and television stations and the assistance of town and county law enforcement personnel.

2. Because local flooding, hurricanes and forest fires are advance-notice dangers, the County Emergency Management Agency (EMA) office may have hours or days to evacuate the public from the danger areas. These events could take place at any location within the county. The County EMA office may use the Internet, telephone and radio calls to town emergency managers, broadcast and print media contacts, the WEA and sirens and public address systems staffed by county and town emergency responders to warn the public of the approaching danger and to provide evacuation information.

3. A post-disaster evacuation may be required from damaged structures following a hurricane that causes structural damage. This could take place at any location within the county. Evacuation efforts will be accomplished by the town emergency responders on scene.

4. It is unlikely that a utility outage (power, phone or Internet), winter storm, tropical storm cyber-attack or disease outbreak will require county residents to evacuate.

5. During an evacuation, special attention will need to be paid to the evacuation of the three nursing homes, one hospital and 22 public schools, nearly 70 daycare facilities and to the release of evacuation information to visitors of the County. Nursing home residents and hospital patients have special medical and transportation needs; some could die during evacuation. School and daycare children will need to be safely reunited with their parents without causing further traffic congestion and confusion. The sheer number of visitors to the County will need to be considered due to the potential for increased traffic congestion and confusion.

6. No town or county civil authorities in Waldo County have the authority to mandate evacuations. The Governor, who does have this authority, may delegate it to a local official.

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7. A need for residents and visitors to shelter-in-place may be required for hazardous materials (hazmat) incidents and terrorist attacks involving chemical and radiological materials. Such an event could take place at any location within the county, and sheltering in place will depend on the time of the day, wind direction and speed, topography and degree of forestation. Shelter-in-place information will be released using the Wireless Emergency Alert (WEA) system, broadcasts from regional radio and television stations and the assistance of town and county law enforcement personnel. Should an anhydrous ammonia release incident occur at the Penobscot McCrum Frozen Foods in Belfast, there is an area emergency siren in place to alert local residents to shelter-in-place. Should an anhydrous ammonia release incident occur at the GAC chemical plant in Searsport, the town maintains an automated telephone alert system alert local residents to shelter-in-place.

8. There may be a need to request/require the public to stay away from a dangerous area. This would most likely occur from an aircraft accident, flooded area, a hazardous materials release (including WMD), a mass casualty incident, or a mass shooting incident. Emergency information will be released using the WEA, broadcasts from regional radio and television stations and the assistance of town and county law enforcement personnel. State and Federal law enforcement resources will be requested to secure any large areas, since there are too few local law enforcement officers available to do so.

B. ASSUMPTIONS

1. There will be some spontaneous evacuations before it is announced to do so, however many residents will refuse to evacuate, regardless of the threat. The County and town governments have no legal authority to enforce evacuations, unless the authority is delegated to them by the Governor.

2. It is not expected that more than a few hundred county residents and visitors will need to be evacuated because of an aircraft accident, flood, forest fire, hazmat spill, or terrorist attack. Large numbers of evacuees may result from hurricanes. For the purpose of this annex, evacuations will only be reviewed for hurricanes, hazmat spills, and weapons of mass destruction events. Special attention may be focused on populations with functional need issues related to evacuations.

III. CONCEPT OF OPERATIONS

A. For emergencies that take place within a single town and do not overtax town emergency responders, evacuations will be handled by that community. The County will become involved when the scope or severity is so great as to require greater assistance and coordination, when the event involves multiple jurisdictions, or when one or more town request assistance from the County EMA.

B. Emergency evacuations may be required during a hazmat incident or terrorist attack. In those cases, the Incident Commander will recommend evacuations to relocate those in danger. The town Emergency Operations Center (EOC) or County EOC (if requested) will coordinate the evacuation efforts with the Incident Commander. The Incident Commander will control all access to the evacuated area using fire department, law enforcement and public works personnel.

C. Regional evacuations with advance warnings of several days may be necessary for immediate coastal areas in case of a hurricane. For planning purposes, a Category II hurricane is considered the worst case scenario. The town officers will recommend evacuations within their communities; however, they should coordinate their orders with the County EMA so that the County EMA can help to resolve any conflicts between multiple evacuation orders.

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D. The majority of residents and visitors will evacuate using their own vehicles. Hospital and nursing home residents will need to be transported in ambulances, vans and buses, at least some of which will need to be wheelchair-accessible. School buses from RSU 3, 20 and 71 and vans from the Waldo Community Action Partners (WCAP) Mid-Coast Connector public transportation are available, under mutual aid agreements, for this purpose.

E. Each school in the County has an emergency plan identifying locations to which the children from that school will be evacuated during an emergency. All of the evacuation points have telephone communications; however, shelter space as well as parking space for parents picking up their children may not be adequate.

F. The County EMA will utilize the broadcast and print media, the EAS/WEA, the NOAA weather radio, the County website, social media, and e-mail groups to keep the public informed about evacuation activities and the actions that they should take.

G. The County EMA will coordinate evacuations involving multiple towns within the county, and will coordinate with Hancock, Penobscot, and Kennebec counties regarding evacuees.

H. For more information on the requirements of the public with special needs, see Annex F, Mass Care.

I. The County or Town EOC will notify residents when it is safe to return to their homes.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following responsibilities will be carried out during an emergency evacuation.

- **Incident Commander:** Recommends evacuation of the public. Provides direction for an incident scene's traffic control and for securing the perimeter of the evacuated area.
- **Local Emergency Management Director:** Oversees the coordination of local evacuation operations and recommends evacuation routes to the County EMA Director.
- **County EOC Manager:** Oversees the coordination of evacuation operations affecting several towns and recommends evacuation routes. Coordinates with resource providers to acquire temporary traffic control devices, barricades and signage. Utilizes Hurrevac for hurricane evacuation planning and situational awareness.
- **Public Warning Manager:** Updates the broadcast and social media services, websites on evacuation information and instructions.
- **Mass Care Manager:** Coordinates with ARC Shelters and town warming centers regarding functional need requirements to determine what issues are present and to coordinate solutions. Coordinates with town government, non-profit organizations, health care facilities, care givers and individuals with functional needs to determine what issues are present and to coordinate solutions. Issues may exist during population warning, evacuations/transportation and sheltering-in-place. Coordinates with the Public Warning Manager.

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- **County Sheriff/Law Enforcement:** Provides property protection when requested. Enforces law and ensures order. Provides traffic control.
- **EOC Dispatcher:** Ensure that the TTY telephone is set up and operational. Direct any calls relating to functional needs to the Individual Assistance Coordinator. Direct any calls for traffic control to the EOC Law Enforcement representative.

V. TYPES OF EVACUATION

A. EVACUATION BY LAND

1. Mutual aid agreements have been signed with the local school districts (RSU 3, 20 and 71) and with Waldo Community Action Partners (WCAP) for vehicles to transport evacuees, including wheel chair users. WCAP has small vans and the school districts have large school buses.

2. In order to allow residents to travel to County overnight shelters, the following routes should be given priority for debris clearance and emergency repairs. This will need to be coordinated with the Maine Department of Transportation through the State EOC or the Department of Transportation Communications Office. (Islesboro road clearance will be accomplished by the Town of Islesboro.)

Shelter	Town	Priority route(s) to shelter
Troy Howard Middle School	Belfast	Routes 1 and 52
Mount View School	Thorndike	Routes 220, 137, and 139
Lincolntown Elementary School	Lincolntown	Routes 52 and 173
Searsmont Community Center	Searsmont	Routes 3 and 131
Searsport Middle School	Searsport	Route 1
Islesboro Central School	Islesboro	Main Street

3. The following table gives estimated times for clearing the primary hurricane evacuation routes of traffic jams in Waldo County, based on a report by Post, Buckley, Schuh and Jernigan for the U.S. Army Corps of Engineers.

Bottleneck location/ critical roadway segment	Clearance times (hours)							
	Category 1		Category 2		Category 3		Category 4	
	Occupancy		Occupancy		Occupancy		Occupancy	
	Low	High	Low	High	Low	High	Low	High
U.S. 1A between Old Belfast Road in Frankfort and State Route 69/139 in Winterport	2.1	3.9	2.6	5.1	3.3	7.0	3.6	7.3
U.S. 1 between State Routes 7/137 and 141 in Belfast (Veteran's Bridge)	4.5	5.1	4.8	5.7	5.4	6.7	5.6	6.9
U.S. 1 between State Route 52 in Camden and State Route 173 in Lincolntown	1.7	2.4	1.9	2.9	2.2	3.7	2.4	3.9

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4. Should Waldo County be faced with an approaching hurricane, the County EOC/RCC will coordinate with Maine Department of Transportation, Maine State Police and the County Sheriff's Office to attempt to keep traffic moving on U.S. Routes 1, 1A, and 3. Consideration may be given to detouring some traffic to the following routes:

US 1A (Frankfort)	West on Loggin Road to State Route 139; east on State Route 139
US 1 (Belfast)	Patterson Hill Road to Kaler Road to Oak Hill Road to City Point Road to State Route 3
US 1 (Lincolntonville)	West on State Route 137 to State Route 52 South

5. The State has posted a number of hurricane evacuation routes around Maine coastal counties. Waldo County has signage posted in the following locations:

Town	Route	Directing to route	For vehicles coming from the
Winterport	1A	69 North	South
Prospect	1 and 3	173 West	East
Prospect	173	1A North	East
Stockton Springs	1 and 3	1A North	South
Searsport	1 and 3	1 and 3	East
Belfast	1	3 West	South
Belfast	1 and 3	3 West	North
Liberty	220	3 West	North

6. Waldo County will attempt to get traffic coming from Hancock County across the Penobscot Narrows Bridge to head north to Bangor and I-95; to get traffic in Searsport to go to Bangor instead of south on Routes 1 and 3; and to get traffic on Route 1 in Belfast to head toward Augusta and I-95. This primarily involves visitor traffic. Local traffic densities are not high enough to create jams on the numerous local roads heading north out of Waldo County.

7. Should traffic be backed up on the Veteran's Bridge in Belfast, the Belfast Police and Fire Departments and Waldo County Sheriff's Office will direct traffic onto the pre-identified alternate routes. The Belfast Public Works Department and the Waldo County EMA have barricades and temporary evacuation route signs that can be used to lessen the personnel requirements.

B. EVACUATION BY AIR

Residents and visitors may need to be evacuated by air if there is a medical emergency or they are encircled by a forest fire or flood. Medical evacuees will be airlifted by LifeFlight, Forestry or Army National Guard helicopters. Helicopters will land either at temporary landing zones (LZs) identified by local first responders or at the Belfast or Islesboro airports. People trapped by forest fires or flooding will be airlifted from LZs identified by local first responders using helicopters from the Army National Guard, the U.S. Coast Guard or the Maine Forest Service.

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C. EVACUATION BY SEA

1. Passengers on a sinking vessel in Penobscot Bay will need to be evacuated to land by emergency response watercraft and by private (commercial or recreational) boaters. The U.S. Coast Guard operates watercraft out of Rockland and Southwest Harbor, both outside Waldo County. The Maine Marine Patrol operates watercraft out of Rockland and Castine, also outside Waldo County. The Searsport Harbormaster operates a year-round watercraft. The Belfast, Northport, Lincolnville, and Stockton Springs Harbormasters and the Belfast Fire Department operate seasonal watercraft. Further details on a mass rescue at sea are covered in Marine SAR operational procedures.

2. Should there be a need to evacuate the island Town of Islesboro for an out of control wildfire, there will need to be an “All Hands” effort to evacuate from 500 to 2,500 people, depending on the time of year. The island population swells in the summer months due to the “summer folk”. A request to Maine DOT for all area ferries to respond to Islesboro to transport people only will be made. Automobiles must be left behind on the Island. It will be critical that lanes of traffic be kept open at the Ferry Landing on Islesboro in order to allow buses to be used to transport people and for fire apparatus to depart from the Landing. An attempt will be made to get a County EOC liaison onto the Island Town EOC to help coordinate information and resource requests. Smaller vessels will need to be brought in at other landings around the island to rescue people stranded by the wildfire. Buses will need to be set up at the Lincolnville Beach Ferry Landing site in order to transport the evacuees. The evacuees will be transported to a Red Cross Shelter established at the Troy Howard Middle School in Belfast. Calls should be made to car rental facilities at the Bangor International Airport to send representatives to the shelter in Belfast to coordinate car rentals for the summer tourists. This will greatly reduce the overnight shelter population. The ARC shelter should also provide a phone list of all hotels in the Belfast-Searsport area. Many of the evacuees will want to stay in a hotel instead of sleeping on a cot in a gym.

VI. SPECIAL EVACUATION REQUIREMENTS

A. Waldo County General Hospital, Harbor Hill, Tall Pines or Bayview Manor resident facilities will present special evacuation requirements. These facilities have large numbers of residents who are non-ambulatory or have special medical requirements. Each of these facilities is required by the State Fire Marshal to have a fire evacuation plan in place; however, not all may have sufficient plans to deal with the residents after they have been moved outside the facility. The County EOC will assist with coordinating school buses and contracted ambulance services.

B. Waldo County General Hospital is a 25-bed facility; it does have an agreement with the Shriners to use their facility, across the road from the hospital, as an aggregate care facility (hospital auxiliary for minor health issues). They also have portable cots. They will need transportation support from the schools, local public transportation and area ambulance services.

C. Harbor Hill is a 45-bed nursing home that has an agreement with RSU 71 to use the East Belfast Elementary School gymnasium as a temporary shelter. They will need transportation and cot support. Harbor Hill is a Genesis Healthcare Facility with a large number of facilities. Within hours, the Harbor Hill residents will be relocated to other Genesis healthcare facilities.

D. Tall Pines nursing home and assisted living center has 58 elderly residents. On average, all except for around 16 are ambulatory. They have an evacuation shelter agreement with RSU 71 to use the Captain

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Albert Stevens Elementary School gymnasium as a temporary shelter. They will need transportation and cot support. Permanent relocation of residents will be worked by the Tall Pines administrator.

E. Bayview Manor is a 30-bed assisted living facility. They have not provided a plan to the County EMA for how they would deal with their residents if they have to evacuate and are not able to return to the facility. Waldo County EMA has communicated with RSU 20 about providing the Searsport Middle School gymnasium as a temporary shelter. They will need transportation and cot support. Permanent relocation of residents will be worked by the Bayview administrator.

F. All School Districts have plans in place for the evacuation of their individual schools. These plans pre-identify evacuation routes and sites. The Schools have procedures in place to account for all students and to notify parents where to pick up their children. The County EMA and MCP will be used, when requested by the school district superintendent or school principal, to assist with the management and coordination of a school evacuation. Buses from other school districts may be needed to augment or support the evacuation. Security will be needed at the evacuation sites and law enforcement units will be requested through the County RCC.

G. The Waldo County Jail Facility contains a low-risk re-entry program and a 72-hour lockup. Should there be a need to evacuate the facility, inmates located in the 72-hour lockup will be transported by special van to the Two Bridge Jail in Wiscasset. The residents in the re-entry program can be transported by school bus or may be moved by transport vehicles in groups.

VII. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. The County EOC staff will record the current status of the evacuation and the estimated number of evacuees on the EOC status boards. It is highly unlikely that the County EOC has any way of determining the number of evacuees who drive their own vehicles, which will be the vast majority. Evacuation routes will be indicated on the appropriate EOC map boards or electronic displays. The primary information to be tracked will be requests for evacuation assets from Town EOCs and the special facilities.

2. Town emergency management directors should report their community's evacuation activities to the County EOC. The County EOC will inform the State EOC of the county's status.

B. LOGISTICS

1. If residents of one or more towns within the County are evacuated, the host areas may lack adequate resources to support the evacuees. The County EOC Resource Manager will coordinate the transportation of essential consumer goods (food, fuel and medicine) to the host area(s) using County vans, cruisers or rental trucks, mutual aid vehicles or State vehicles.

2. Town and County emergency responders may require additional personnel, water, food, vehicles, generators and fuel to maintain sustained operations. The County EOC will coordinate assistance between towns, may purchase and distribute additional supplies to emergency responders, and/or will request additional personnel, vehicles, equipment and supplies from neighboring counties and/or the State EOC as needed.

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3. The County EMA has mutual aid agreements with RSU 3, RSU 20, RSU 71 and the Waldo Community Action Partners (WCAP) to provide buses for transporting the public. The RSU school districts have large buses and small handicap accessible buses. Waldo CAP has small buses, which are all handicap accessible and various personal vans.

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ANNEX E1: SECURITY, ACCESS AND RE-ENTRY

I. PURPOSE

The Waldo County authorities will safely, securely, and effectively control and coordinate the access of key response and recovery resources into an affected area during an emergency. This will include efforts to enable the successful transit and access of critical response and recovery resources before, during, and after emergencies.

II. SITUATION AND ASSUMPTIONS

1. The process of managing access into restricted areas or emergency zones during an incident is controlled at the County or municipal level.
2. Managing access into restricted areas during an incident will become increasingly difficult when disasters extend across multiple jurisdictions and geographies.
3. Controlling access to affected areas is a priority for incident managers, first responders, business owners, critical infrastructure operators, and community members.
4. The process of granting organizations and individuals access to facilities, businesses, and homes following an incident will substantially add to the level of complexity required to manage the incident.
5. The County law enforcement agencies will use a common process for managing access and re-entry.

III. DEFINITIONS

1. **Access** – The entry to an incident scene, an incident-affected area, or the controlled or restricted roadways supporting the incident.
2. **Access Program** – The structured process and technology used to enable access
3. **Access Authorization** – The procedures and systems defined by local authorities to allow access. Access Authorization may be based on identification, credentials, permissions, or organizational affiliation.
4. **Access Token** – The defined standards used for approval of access into a restricted area or emergency zone. The County will utilize letters of access and vehicle placards for access control.
5. **Phased Re-entry** – The process of managing access and re-entry into a restricted area in support of response and recovery operations, by categorizing responders and other affected stakeholders into functional groups that may be prioritized for access and re-entry as an incident progresses (e.g. emergency responders, utility operators, local business owners and community members, etc.)
6. **Restricted Area** – A geographical area within a jurisdiction in which authorized government officials have restricted access to maintain public safety or protect property

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IV. CONCEPT OF OPERATIONS

A. AUTHORITY.

1. The authority to issue evacuation orders and establish access criteria exists with the Maine State governor. The governor can delegate this authority to local officials. *MRS Title 37-B, Chapter 13: MAINE EMERGENCY MANAGEMENT AGENCY, §742. EMERGENCY PROCLAMATION, Section 1. C. paragraphs 6, 7, 8 and 8 state:*

(6) Direct and compel the evacuation of all or part of the population from any stricken or threatened area within the State, if the Governor determines this action necessary for the preservation of life or other disaster mitigation, response or recovery;

(7) Prescribe routes, modes of transportation and destinations in connection with evacuations;

(8) Control ingress and egress to and from a disaster area, the movement of persons within the area and the occupancy of premises therein;

2. Depending on the type of incident, the County EOC will request the Governor delegate the required authorities for evacuation and access control to either the County Emergency Manager Director or to the County Sheriff.

B. ESTABLISHMENT OF A RESTRICTED AREA

1. The establishment of a restricted area will be coordinated and directed from the County EOC. The area will be defined by specific geographic boundaries and provided to those who will be enforcing the restricted access. The description of the restricted area boundaries shall also be provided to the public through public information channels described in Annex C and D.

2. The County EOC will provide restricted area information to the County Regional Communications Center (RCC) so that they can make all law enforcement officers in the County aware of the locations and requirements.

3. The County EOC will communicate with fuel transporters to make them aware of what roads are shut down and the location of restricted areas.

4. Staffing for Restricted Area access control will come from the following, in order, as available.

- County and municipal law enforcement officers
- State law enforcement officers (police, wardens, rangers, etc.)
- Municipal firefighters or fire police
- County Security Volunteers (Maine Militia, County Search & Rescue Team, etc.)
- Maine National Guard

5. All law enforcement officers will be armed when performing Restricted Area control operations. It will be up to the Governor whether National Guard soldiers are armed. Municipal fire chiefs will determine whether firefighters will be armed for personal protection. All County Security Volunteers may be armed for self-defense at their personal discretion.

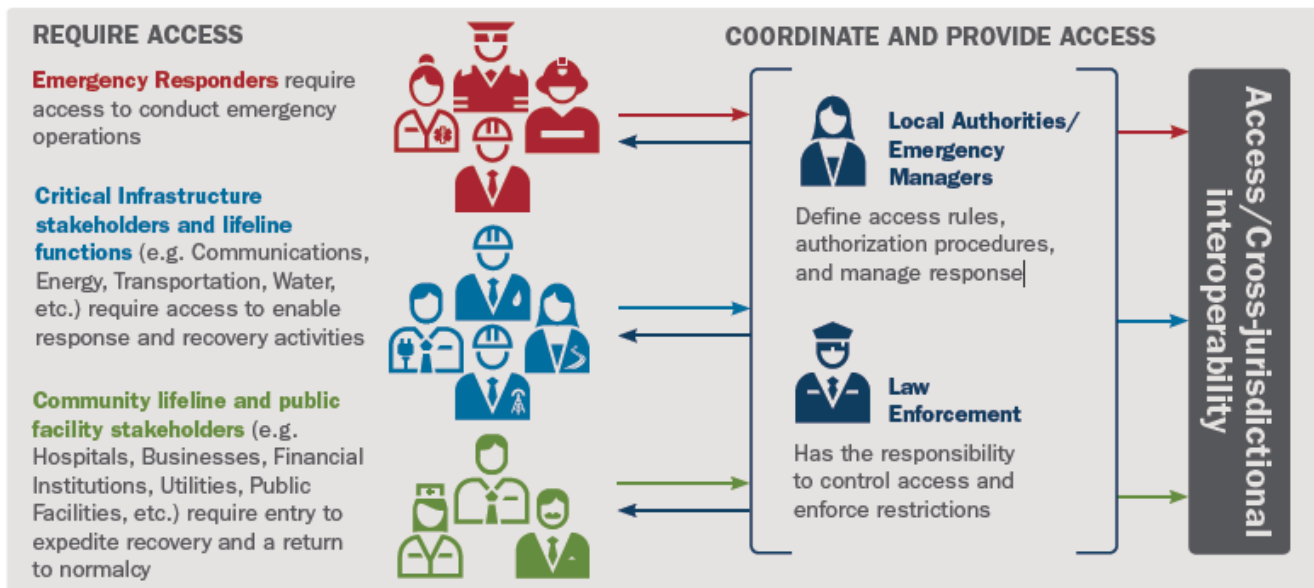
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6. All personnel performing Restricted Area access control will either wear a uniform that identifies them as law enforcement or military personnel, or vests and hats that identify them as security personnel.

7. All Restricted Area access control personnel will have operational radio and telephone communications with their chain of command, the EOC and the RCC.

C. PHASED RE-ENTRY

1. Phased re-entry refers to the process of granting access to restricted areas by aligning personnel (e.g., emergency responders, power company restoration crews, road repair crews, critical infrastructure operators, emergency management response teams, civil defense volunteers, government officials, local business owners, and residents) into functional groupings, and managing re-entry via defined access levels.



2. Use of a phased re-entry process provides the capability for the County to define the order of response and recovery resources authorized for access, as well as ensure a safe and orderly return to an affected area by community members.

Access Level	Purpose	Type of Personnel
AL-1	Emergency Response: Unsafe Conditions	Emergency responders, power company restoration crews, road repair crews, security
AL-2	Response Support: Conditions being stabilized	Critical infrastructure operators, EM response teams
AL-3	Recovery: Conditions stable	Civil defense volunteers, government officials
AL-4	General Return: Conditions safe for locals to begin recovery	VOAD, local business owners and residents
N/A	All Clear	Anyone

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3. All entry points to Restricted Areas shall be marked with signs that identify the area as restricted and at what access level it is restricted. Access Control Security personnel shall require proof from an individual of their access level that they have authorization to enter.

D. ACCESS AUTHORIZATION

Type of Personnel	Means of Authorization
Law Enforcement and Military	Uniforms, Badges, Military Identification, Orders, Letters of Access, Entry Authorization List (EAL), Official Vehicle, Vehicle Placard
Volunteer Firefighters and EMS	Uniforms, Turnout Gear, Department Identification, EAL, Letters of Access, Official Vehicle, Vehicle Placard
Power company restoration crews	EAL, Company Identification, Official Vehicle
Road repair crews	EAL, Letters of Access, Official Vehicle, Vehicle Placard
County security volunteers	County Security Vests, Letters of Access, EAL, Vehicle Placard
Critical infrastructure operators	Uniforms, Company Identification, Letters of Access, EAL, Official Vehicle, Vehicle Placard
EM response teams	Department Identification, County EMA Vest, Letters of Access, EAL, Vehicle Placard
Civil defense volunteers	County EMA Vest, Letters of Access, EAL, Vehicle Placard
Government officials	Escort, Letters of Access, EAL, Vehicle Placard
VOAD	Letters of Access, EAL, Vehicle Placard
Local business owners and residents	EAL, Documents showing resident's address

E. CRITICAL INFRASTRUCTURE SECURITY

1. Certain critical infrastructure may need to be protected top ensure that it is not damaged, destroyed or stolen during a disaster. These include:

- Radio and Cell Phone Tower Sites and Telephone Central Office generators
- Power Company Transformer Stations
- Fuel Terminal, Fuel Tank Farm and Propane Tank Farms
- Retail Gas Stations
- Evacuation Shelters
- County Hospital
- CDC Point of Dispensing
- County Commodity Staging Area or Warehouse
- Grocery Stores

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2. Critical Infrastructure security personnel will come from:

- Critical Infrastructure operator in-house or contracted security
- County and municipal law enforcement officers
- State law enforcement officers (police, wardens, rangers, etc.)
- County Security Volunteers (Maine Militia and others)
- Maine National Guard

3. Security Volunteers' Rules of Engagement (ROE)

- Personnel who have been appointed as Waldo County EMA Volunteer Security shall take an oath to uphold the Constitution of the United States and the Constitution of the State of Maine. They shall follow all Federal and State laws, regulations and policies.
- Volunteer Security personnel may carry a personal handgun for self-defense purposes only.
- Volunteer Security personnel will not impersonate or act in the capacity of Law Enforcement. They shall not investigate crimes, perform a search and seizure, or make an arrest.
- Volunteer Security personnel can gather information and shall report all crimes or security situations to the Waldo County RCC.
- Volunteer Security personnel will be restricted to the facility or location they have been assigned to protect. They may perform first aid and rescue at any time and place, as necessary. They may act to protect themselves and the public in a self-defense role only.

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following responsibilities will be carried out during an emergency evacuation.

- **County EMA Director or Sheriff:** Request and receive delegated authority from the Governor, during a declared emergency, to manage, organize, assign personnel, identify locations, direct operations and order the enforcement of access control and phased re-entry for restricted areas within Waldo County.
- **Local Emergency Management Director or Police Chief:** Oversees the coordination of local access control and re-entry operations as directed by the County EMA Director or Sheriff.
- **County Public Warning Manager:** Updates the broadcast media and alerting services (EAS, WEA, NOAA, e-mail distribution lists, websites, and social media) on access control information and instructions.
- **EOC Dispatcher:** Maintains communications with restricted area and security personnel.

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V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. The County EMA Director is responsible for developing and maintaining an Access Control and Phased Re-entry program.
2. The County EOC will develop Entry Authorization Lists (EALs) and create Letters of Access and Vehicle Placards. All requests for inclusion on EALs or Letters shall be sent to the County EOC.
3. The County EOC will coordinate with Town EOCs and local law enforcement chiefs on specific locations that need to be identified as Restricted Areas.
4. The County EOC Manager will approve all personnel assignments for Access Control Points and for Volunteer Security.

B. LOGISTICS

1. The County EOC will create and provide Restricted Area Access Level signage for all locations with a restricted area access point.
2. The County EMA will provide Security hats and vests, flashlights, first aid kits, two-way radio, food and water for all Volunteer Security. Volunteer security personnel must provide their own appropriate weather gear and self defense items.

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ANNEX E2: SECURITY OPERATIONS

A. Purpose

The purpose of the Security Operations Annex is to describe how the County will execute physical security measures to protect community lifelines and critical infrastructure before, during and after a civil emergency. It will describe the resources that will be utilized and the courses of action that may be implemented.

B. Scope

The scope of this Annex will be describing those activities and processes to provide physical protection for specific critical community lifelines. Access control to areas that are secured is described in Annex E1.

C. Situation

1. Community Lifelines enable the continuous operation of government functions and critical business, and is essential to human health and safety or economic security. During a civil emergency, these community lifelines could be endangered and some will need physical protection during a civil emergency. Those lifelines that are identified as potentially requiring physical protection may include:

- County Emergency Operations Center (EOC)
- County Regional Communications Center (RCC)
- County General Hospital
- Pharmacies and Points of Dispensing
- Grocery Stores
- Searsport Marine Terminal (Mack Point)
- Gas Stations and Propane Terminals
- Electrical Substations
- Cellular Telephone and Radio Tower Sites/ Standby Generators
- Telephone Central Offices/Standby Generators
- Overnight Emergency Shelters

Not all of these lifelines will require physical protection during every civil emergency.

2. The County may use the following resources for community lifeline physical protection:

- Sheriff's Office and local Police Department law enforcement officers
- Activated Maine National Guard soldiers and airmen
- Civil Defense Volunteer Security personnel (Maine Militia)
- Maine State Guard (if reactivated by Governor)
- Contract Security personnel
- Special Deputies

3. The County may need to activate security operations for a Civil Disturbance.

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4. Another hazard that may require physical protection for community lifelines would be a long-term, wide-area, electrical grid failure also known as a BlackSky Event. BlackSky Events include:

- Electromagnetic Pulse (EMP) attack
- Geomagnetic Disturbance (GMD) event
- Cyber attack on electrical infrastructure
- Physical attack on, or accidental damage to, substation transformers
- Hurricane or ice storm damage

D. Assumptions

1. During a BlackSky Event, food, water, medical and pharmaceutical supplies, fuel and generators will all be in short supply and could be subject to theft or destruction. Protection of those assets that provide these supplies or critical lifelines that require these supplies could be threatened by criminal behavior.

2. Government rationing of critical supplies could cause threatening behavior from some residents towards government personnel and facilities.

3. Current staffing levels of local law enforcement may not be sufficient for law enforcement operations during a disaster. As such, local law enforcement will most likely not be able to take on the mission of community lifeline facility and infrastructure protection.

4. During a BlackSky Event, mutual aid from other counties and other states will most likely not be available, since they too will be impacted by the disaster.

5. During a BlackSky Event, support from the Federal government will be limited if at all. Federal employees themselves may be impacted and not available for work. Larger populated areas will receive whatever Federal support is available first. Maine is very rural and at the end of the supply chain. Therefore, the County and its residents will need to be self-sufficient.

6. This annex and other Waldo County emergency plans will need to be adapted to fit the situation the County faces. No plan is perfect and can predict every contingency.

7. This annex will assume that most vehicles and generators will be useable during a BlackSky Event.

8. This annex will assume that those personnel and organizations identified as resources by the County EMA will support the response and recovery efforts. It also assumes that more residents will step forward to assist, when leadership, organization and direction are provided.

9. Many federal, state and local rules and regulations that could hinder disaster response, recovery and relief operations will be relaxed in order to save lives and property.

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E. Concept of Operations

1. Initiate Operations. At the determination by the County Sheriff, in coordination with the County EMA Director, and with approval by the County Commissioners, that a clear and present danger exists or is expected to exist, the EOC will initiate actions to implement physical security for those critical community lifelines determined to be in danger of damage, destruction or capture by criminal or terrorist elements or enemy forces.

a. The Sheriff's Office will coordinate with local municipal law enforcement (Belfast, Islesboro, Searsport, and Stockton Springs) and state law enforcement (State Police, Wardens, Marine Patrol, Forest Service, Fire Marshal) to determine if there are sufficient law enforcement officers available to provide security to critical facilities and infrastructure sites (as listed in C1.)

b. If the Sheriff's Office determines that there are insufficient law enforcement officers to provide continuous facility security, the EOC will seek out alternate sources of security personnel. The EOC Resource Manager will contact the following resources to determine availability:

1) Contact the State EOC to request activation of Maine National Guard security personnel. Determine if the Governor will activate and compensate the National Guard personnel or not. It is doubtful if the County has sufficient funding to pay for the National Guard, if the State is not covering the bill. Liability and workers compensation would be covered by the State.

2) Contact the State EOC to request the Governor reactivate the Maine State Guard, per Maine Title 37-B, Chapter 3, §224. Maine State Guard. At present, the Maine State Guard is not in existence, but the legal authority for the Governor to organize the MSG exists. Liability and workers compensation would be covered by the State.

"The Governor may organize and maintain within this State in time of peace or war or other emergency, the Maine State Guard."

3) Determine if there are any Contracted Security personnel available and what the cost would be. These personnel would be insured and bonded and would have their own liability and workers compensation.

4) The County EMA program has a Civil Defense Volunteer Security team, which is primarily staffed by members of the Maine Militia. Other qualified personnel may be added to the team as needed and available. When activated during a civil emergency, these security personnel will be covered by the State for liability and workers compensation. These are the only personnel that are not financially compensated. The County will provide food and water and mileage reimbursement.

5) The Sheriff may at any time appoint and train, as special deputies, citizens more than 18 years of age. The sheriff or the chief deputy may order special deputies to active duty only when, a state of war exists; the Governor proclaims an emergency under Title 37-B, chapter 13; or if the Director of the Maine Emergency Management Agency declares that a state of emergency is imminent. The appointment must be in writing, signed by the sheriff, and must be recorded in the office of the county commissioners in the county and is not valid until recorded. The county will compensate the Special Deputies and provide mileage reimbursement.

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2. Identification of Threat. The EOC Manager and Sheriff will review the current situation and determine which facilities and utilities will need to be protected. Coordination will be made with the facility owner of the endangered community lifeline to determine the best way to physically protect the facility. The two basic protective measures would include physical separation through the use of jersey barriers or by using security personnel to guard the lifeline asset.

3. Identification of Resources.

a. The EOC Manager and Sheriff will determine what resources will be needed to protect the identified facilities and utilities. The review will also look at what resources are available for assignment to the security mission. This will include reviewing the status and availability of the Sheriff's deputies and local municipal law enforcement personnel.

b. Should the determination be that there are not sufficient law enforcement personnel for the security mission, the EOC Manager and Resource Manager will contact the State EOC to request security personnel from state law enforcement agencies or the Maine National Guard.

c. Should the State EOC not be able to fulfill the security mission requirements or if the costs are more than the County can bear, the EOC Manager will request the County Commissioners approve the use of local volunteers to support the security mission, or the Sheriff may appoint Special Deputies. This may also be accomplished if the State can only partially fulfill the requirements.

4. Alerting Personnel.

a. The EOC Manager will alert any or all Civil Defense Volunteers, as needed for the security missions. This will be accomplished by contacting the Maine Militia EOC Liaison Officer or Alternate. If there is any warning to the emergency event, the EMA Director will contact the Maine Militia Commander to request that the militia be put on standby.

b. The Sheriff's staff will alert any or all Special Deputies, as needed for the security mission. Each Special Deputy will need to be contacted individually by telephone or by sending someone to their homes.

5. Reporting Location/ Operational Briefing.

a. All security personnel shall report to the County Public Safety Building in order to sign in as present for duty, take an oath of office and receive an operational briefing. Worker's compensation and general liability will begin once the members have been signed in and taken their oath of office.

b. The Operations Briefing shall include, at a minimum:

- 1) Current situation
- 2) Mission/Tasks assigned
- 3) Rules of Engagement Training
- 4) Equipment and Supplies to be issued
- 5) Safety Measures
- 6) Logistical support of operations

c. The EMA garage may be used for the in-processing and briefing.

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4. Rules of Engagement/Right to Self Defense

- a. Personnel who have been appointed as Civil Defense Volunteer (CDV) Security shall take an oath to uphold the Constitution of the United States and the Constitution of the State of Maine. They shall follow all Federal and State laws, regulations and policies.
- b. CDV Security personnel may carry a personal handgun for self-defense purposes only.
- c. CDV Security personnel will not impersonate or act in the capacity of Law Enforcement. They shall not investigate crimes, perform a search and seizure, or make an arrest.
- d. CDV Security personnel can gather information and shall report all crimes or security situations to the Waldo County RCC or EOC.
- e. CDV Security personnel will be restricted to the facility or location they have been assigned to protect. They may perform first aid and rescue at any time and place, as necessary. They may act to protect themselves and the public in a self-defense role only.
- f. All security personnel shall be trained in the State Laws regarding the use of deadly and non-deadly force. All security personnel shall be familiar with these statutes and, in particular, those subsections which apply to the restrictions above. Any question regarding ROE must be brought immediately to supervising Law Enforcement personnel.
- g. Should the High Sheriff deem it necessary for the safety of the security personnel, security personnel may be authorized long guns for defensive protection in high threat situations.

5. Buddy System, Shifts

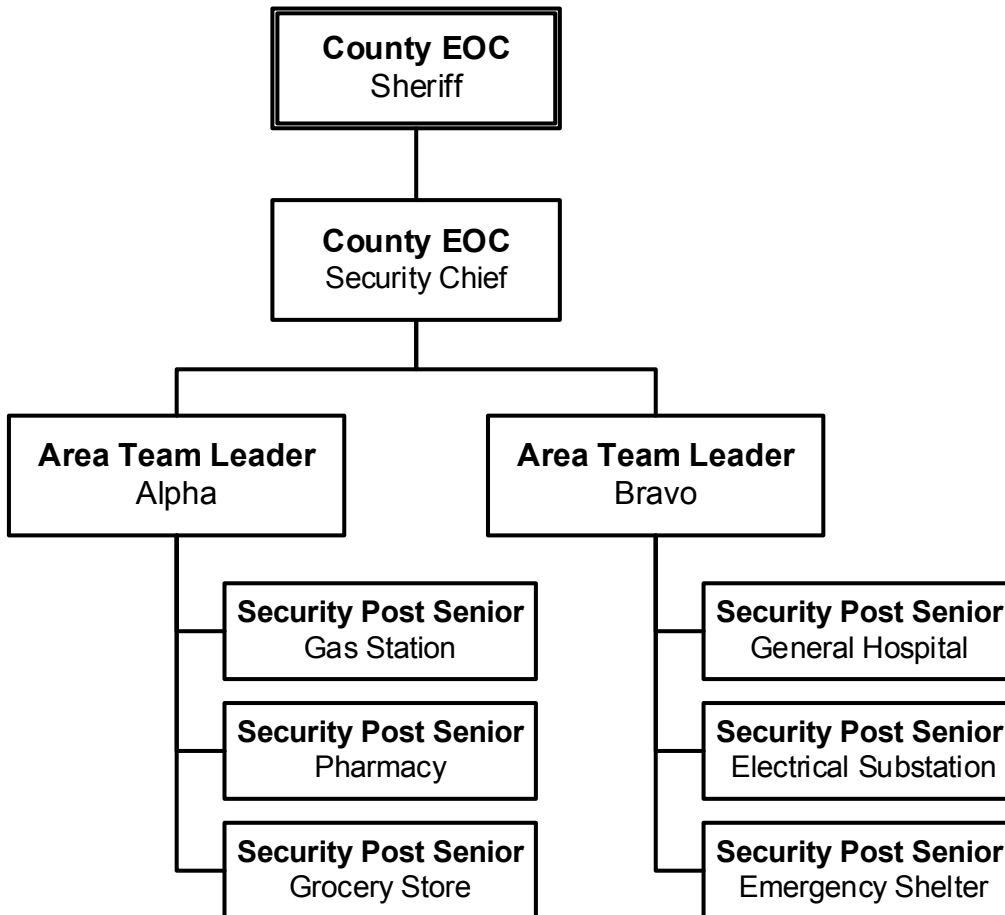
- a. No security personnel will work a shift location alone; all will be assigned at least one “buddy”. Highly threatened locations may be assigned 3 or 4 personnel per shift in order to set up a protective over watch.
- b. Security personnel will have no more than a six hour shift, unless the supervising law enforcement officer deems it necessary to increase the shift to eight hours.

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F. Organization and Assignment of Responsibilities

1. Chain of Command

- a. All security personnel will be assigned to a chain of command. Each location that security personnel are assigned shall have a Security Post Senior.
- b. If there are more than five Security Posts, then Security Posts will be assigned to an Area Team. The Area Team will have a Team Leader and a Radioman. It is the responsibility of the Area Team Leader to maintain communications with each security post, check up on security post personnel, and ensure that they have the logistical support they need.
- c. Team Leaders shall report to the Security Chief located in the EOC. The Security Chief shall be responsible for maintaining communications with each Team Leader or Security post (if teams have not been established) and for providing all logistical support.
- d. The Security Chief shall take all directions from the Sheriff, or designated sheriff's office representative. If there is neither on duty, the Security Chief shall take direction from the EOC Manager.
- e. The Chain of Command shall resemble the following chart.



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2. Duties. The following officers/officials are tasked with security duties during a civil emergency.

a. Commissioners: Authorizes the use of security personnel for civil emergencies, other than law enforcement personnel or special deputies. Requests National Guard or State Guard support from the Governor. Hires contract security.

b. Sheriff: Appoints, trains and equips Special Deputies. May also request National Guard support from the Governor. Provides oversight and management of all civil emergency security personnel.

c. EMA Director: Recruits CD volunteers for security. Develops plans and processes for initiating civil emergency security operations. Organizes missions. Provides oversight and management of all civil emergency security volunteers, in the absence of the Sheriff or designated Sheriff's Office representative.

d. Resource Manager: Contacts the facility owners of critical community lifelines to coordinate the assignment of security personnel. Provides logistical support to security personnel.

e. Communications Manager: Provides radio equipment to security personnel. Maintains communications with security personnel located in the field.

f. Security Chief: Manages all civil emergency personnel. Issues mission orders provide by the Sheriff or EOC Manager. Supervises the security personnel. This roles may be filled by:

- Sheriff's Deputy
- A Municipal, State or Federal Law Enforcement Officer assigned to the County EOC
- Maine National Guard Commissioned Officer or NCO.
- Civil Defense Volunteer, such as a Maine Militia commander

G. Administration and Logistics

1. Operational Communications

a. Each Security Post will be issued a portable radio with extra batteries by the EOC Communications Officer. Simplex and repeater channels will be assigned to the security teams in order for the units to be able to communicate with the EOC radio room and the next level in the chain of command. The radios will also be able to transmit on a channel monitored by the Regional Communications Center (RCC). Transmissions to the RCC will be to report a threat or crime in progress or emergency situation.

b. Security personnel will report in once per hour for an accountability check.

c. A "duress word of the day" will be provided to the security personnel. A duress word is a covert distress signal used by an individual who is under duress. It is used to warn others that they are being forced to do something against their will. Typically, the duress word is used in a sentence so as to not give an indication to those presenting the threat.

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d. EMA and the Security Chief will; build a Security Communications Plan. Components of the plan should include:

- 1). Establish radio communications with Maine Militia Base Camp. Determine which frequencies to utilize and what radio equipment will be assigned.
- 2) Assignment of portable and mobile radios for assigned missions and locations. Determine which frequencies to utilize.
- 3) Assignment of call signs.
- 4). Assignment of duress words and authentication codes.
- 5) Establish radio maintenance procedures.

2. Assigned Equipment and Supplies. The County EMA may provide the following supplies and equipment:

- Identification Vests and Hats
- Work Gloves
- Flashlights
- First Aid Kits
- Generators
- Fuel
- Utility Trailers
- Radio equipment
- Meals and Water
- Assignment and route maps
- Mission Orders
- Traffic barricades
- Security Post signage
- Pop-Up Tents

3. Personal Equipment and Supplies. Each individual security member will provide their own:

- Inclement weather gear and personal clothing
- Personal sidearm and ammunition
- Field Pack
- Vehicle (gasoline purchased may be reimbursed)

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4. Security Training

a. **General Training.** The following training is recommended for all civil defense volunteers:

- Roles and Responsibilities of Civil Defense Volunteers
- Incident Command System, IS-100
- 1st Aid/CPR
- 2-Way radio use
- Fire Extinguisher
- Emergency Preparedness
- Map Reading (U.S. National Grid)

b. **EOC Security Officer (Maine Militia Liaison Officers)**

- Emergency Operations Center, W775
- Situational Reporting

c. **Security Members.**

- Security Procedures
- Rules of Engagement

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H. Legal Authorities

- MRSA Title 17-A: Maine Criminal Code, Chapter 5: Defenses and Affirmative Defenses; Justification, §104. Use of Force in Defense of Premises
- MRSA Title 17-A: Maine Criminal Code, Chapter 5: Defenses and Affirmative Defenses; Justification, §107. Physical Force in Law Enforcement
- MRSA Title 17-A: Maine Criminal Code, Chapter 5: Defenses and Affirmative Defenses; Justification, §108. Physical Force in Defense of a Person
- MRSA 30-A: Municipalities and Counties, Chapter 1: County Officers, §382. Special Deputies; Duties
- MRSA Title 37-B: Defense, Veterans and Emergency Management, Chapter 3: Military Bureau, §181-A. Authority to Activate
- MRSA Title 37-B: Defense, Veterans and Emergency Management, Chapter 3: Military Bureau, §224. Maine State Guard
- MRSA Title 37-B: Defense, Veterans and Emergency Management, Chapter 19, Sabotage Prevention
- U.S. Code Title 32: National Guard, § 109. Maintenance of other troops
- National Guard Regulation (NGR) 10-4, National Guard Interaction with State Defense Forces

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ANNEX F: MASS CARE

I. PURPOSE

The Mass Care annex provides information on the actions taken to protect evacuees and other disaster victims from the effects of the disaster by establishing mass care facilities and services. A mass care facility is a government or private facility that is used to receive and care for people who are in need of shelter, food, water, sanitation and other assistance. This annex will primarily describe the services of overnight emergency sheltering, warming centers, mass feeding, family reunification, emergency transportation, individual assistance and human services.

II. SITUATIONS AND ASSUMPTIONS

A. SITUATION

1. Historically, there has not been a major need for a large overnight emergency sheltering program in Waldo County. On several occasions in the past, area motels were used to shelter fewer than a dozen people. The largest shelter operation took place during the January 1998 ice storm, when nearly 300 people were sheltered at the MBNA facility for about a week. In December 2013, a shelter was opened at the Troy Howard Middle School for 3 days and sheltered, at its peak, 36 people and 12 animals.

2. Mass care shelters will be established if a significant number of people are forced from their homes by an uncontrolled forest fire, hurricane, extended wintertime power outage, hazardous materials (hazmat) incident or terrorist attack. A forest fire, hazmat incident or terrorist attack is likely to be very local and should only require a single short-term shelter. A hurricane or winter storm that causes a regional power outage may require one or more long-term shelters and other locations to supply drinking water and meals.

3. The magnitude, intensity, extent, duration, and impact on the County and municipalities will determine the level of mass care needed.

a. Coastal flooding: Most flooding that is severe enough to force residential evacuations will be caused by coastal storm surge from a direct-hit hurricane. Municipal flood zone ordinances have kept new residential development out of the 100-year flood zone, but storm surge inundation modeling data illustrate that storm-induced coastal flooding will be more severe. Residents who can afford to have oceanfront property are far more likely to stay in hotels than to request the government provide emergency overnight sheltering.

b. Power outage: A hurricane or major winter storm could affect the County by severely damaging or destroying the power transmission system. This occurred in the most of the State of Maine in January 1998 and in the mid-coast areas in December 2013. These storms forced many residents from their homes because they had no way to heat their homes without electricity. A winter storm of the same destructive capability could require a need for one or two overnight emergency shelters to be activated in the County for between 2 to 14 days. The County EMA would activate the shelter that is closest to the affected population during a winter storm and the Mt. View School Complex shelter for a hurricane.

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c. Forest fire: A forest fire would most likely affect only a small portion of the County. Most evacuees would be taken in by family or friends or housed in motels.

d. Hazmat release or terrorist attack: An emergency caused by an accidental release of hazardous materials or an intentional release of chemical or radiological agents by terrorists would most likely be a localized event that would not cause evacuations from major areas of the County. In some cases, residents will shelter in place. Mass care facilities outside the affected area will be activated to provide meals, water and temporary shelter if needed. Most evacuees would be taken in by family or friends or housed in motels.

4. SHELTER DEMAND: The following table presents a high-end estimate by the U.S. Army Corps of Engineers of the number of people who might require shelter in case of a hurricane. They assume a 100% participation rate by residents. For the purpose of planning, the County EMA is using a 2.5% of county population as a “likely” worst case scenario. In this case, we will assume a maximum of 1,000 people for emergency overnight sheltering needs.

	Population	Maximum evacuating		Maximum public shelter demand
		People	Vehicles	
Residents ¹	39,498			
Visitors ²	3,907			
Category 1 hurricane		5,974	3,106	1,011 people
Category 2 hurricane		8,336	4,335	1,358 people
Category 3 hurricane		12,012	6,239	1,898 people
Category 4 hurricane		12,868	6,673	1,981 people

¹ Estimated permanent county population in 2016

² Low-occupancy estimate

5. OVERNIGHT SHELTERS: The County EMA Director is responsible for determining that an overnight mass care shelter be activated. The most likely situation that would warrant the opening of an overnight shelter would be a long term power outage during a time with very cold temperatures. The responsibility for setting up and staffing mass care shelters, training shelter workers, and coordinating shelter logistics is assigned to the American Red Cross (ARC), per an agreement signed by representatives of the State of Maine and the ARC. Volunteer staffing of the Maine ARC is sufficient to provide a small shelter management team at a single shelter in Waldo County. It is assumed that ARC personnel from out of state will be called in to assist the Maine ARC with sheltering operations. This occurred in the January 2013 event. Out of state ARC personnel were in place within 48 hours. However, there has been some reluctance for the ARC to open a shelter in Waldo County, unless there is overwhelming evidence that a large number of Waldo residents will be utilizing a local shelter. As such, the County has signed an agreement with the Town of Searsport to use the Searsport Community Center as a small, short-term overnight shelter. The County EMA will provide all equipment, materials and procedures and will identify personnel to staff this “community shelter”. Amateur radio operators may be deployed to shelters if there are telephone outages.

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6. PET SHELTER: The County has the capability of establishing one emergency pet shelter that would be located next to a Red Cross-managed overnight general shelter and would take the household pets of the shelter residents. At this time, the team has the equipment and training to take care of domestic cats and dogs and only those that are not sick, injured, or overly aggressive. The pet owners would need to bring all medications and medical records and be willing to care for their pet at the pet shelter. The County Pet Shelter Team would set up and operate the Pet Shelter and provide basic food stock. Any special diets or foods would need to be provided by the pet owner. Any animals that are not owned by residents of the Red Cross shelter will be turned over to the local Animal Control Officer.

7. WARMING CENTERS: Towns in Waldo County have the option of establishing their own daytime warming centers for residents; however, they will not be reimbursed by the ARC. There may be partial reimbursement by the Federal Emergency Management Agency (FEMA) if there is a Presidential disaster declaration. Towns that do open warming centers should notify the County EOC, who will notify the State EOC and 211. Warming centers, which are only open during the day, provide a heated facility with food and water. The County EMA has created an operational checklist for establishing and operating local warming centers.

8. TRANSPORTATION: In some cases, those who wish to go to the overnight emergency shelter do not have their own transportation to get to the shelter. The County EMA has a mutual aid agreement in place with WCAP Mid-Coast Connector to provide transportation on an as needed basis. The county reimburses WCAP for fuel and driver's salary. As a part of the public information program that announces the opening of a shelter will also include information on this transportation capability.

9. FAMILY REUNIFICATION: The process of reunify children and parents will not be carried out by the County government. Should children show up at a shelter or should first responders encounter and brought to the shelter, the State Department of Health and Human Services (DHHS) will be contacted through the State EOC. DHHS has outreach workers in parts of the state that could be contacted if an unaccompanied minor is not reunify with his family. In Maine, if the police are called to handle an unaccompanied minor, their standard protocol is to call Child Protective Services. The goal of the police and CPS would be to keep the child until the child is reunited with an appropriate family member or guardian. However, not every instance of an unaccompanied minor showing up at a Red Cross shelter warrants calling the police or CPS; due diligence should be made first to reunify the child locally before escalating to the state. MRSA Title 22, Chapter 1071, §4011-A is the guidance for all reporting to CPS. The 24/7 toll-free number is 800-452-1999. (The intent of the statute is to report abuse or neglect, but OCFS can serve as the basis for any referrals of unaccompanied minors, even if abuse or neglect is not involved.)

10. MASS FEEDING: There may be a need for mass feeding if residents are running low on basic food items and area grocery stores, general stores and restaurants are not open or do not have food stocks available. In this case, food may be brought in through the State from the Federal government, commercial sources or from donations. Food will be disbursed using the same process for other supplies as defined in Annex H Resource Management. Food will be distributed to the municipal governments who may use community organizations to cook the food at "public suppers" or to distribute to local residents to cook at home. Food may also be distributed to local food pantries. The County EMA maintains a very detailed contact listing of all food pantries in the County. Additional information is located in the State EOP section "Maine Multi-Agency Feeding Plan."

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11. DRINKING WATER: The majority of Waldo County residents have private wells that supply their daily potable water needs. This would only be impacted during periods of wide area power outages. Many residents have home generators and can provide local drinking water for their family, friends and neighbors. Additionally, all town fire stations and some town offices have backup generators and can provide drinking water to residents. As long as the town does not provide water for residential use for more than 60 days out of a year, it is not regulated by the State Drinking Water Program. If the towns does provide water for more than 60 days a year, it would need to send in water test samples to test for e-coli, nitrates and nitrites.

12. INDIVIDUAL ASSISTANCE AND HUMAN SERVICES: Should the disaster event cause severe hardships for residents, assistance may be provided through the Federal, State and town governments, non-profit groups and charities. The County government has no statutory responsibilities or capabilities to provide general or individual assistance. The County EOC will help to coordinate the collection of individual assistance information and will provide this information to state and town governments involved. The County EOC will also assist with locating and supporting FEMA Disaster Recovery Centers (DRCs) if requested. The County EOC will act as an information conduit for individual assistance information.

B. ASSUMPTIONS

1. Sufficient time will be available to establish mass care facilities for a large forest fire, hurricane or wintertime power outage.

2. A hazmat or terrorist incident will not provide sufficient time to establish mass care facilities for immediate use. However, the incident will most likely be local in nature and short in duration, and a single overnight accommodation may be all that is required. Hotels and motels will be utilized as much as possible.

3. Towns will take responsibility for the safety and well-being of their residents. This will include establishing warming centers, coordinating mass feeding, and collecting information on individual assistance and human services and reporting this information to the County EOC or DHHS, whichever is most appropriate for the given situation.

III. CONCEPT OF OPERATIONS

A. OVERNIGHT EMERGENCY SHELTERS

1. The County EMA Director will request the activation of ARC-supported overnight emergency shelters, as needed. The final decision to open an ARC-supported shelter will be made by the ARC, which will also oversee its management. When there is a warning period prior to a disaster striking the County, the County EMA Director will contact the ARC to initiate pre-incident planning. The ARC considers five or more displaced families to require mass care assistance. When fewer than 12 residents are affected, they will usually be housed in area motels or the County EOC will establish a "Community Shelter" at the Searsmont Community Center and staff with local volunteers.

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2. The ARC has signed agreements and facility surveys on file with all of the identified overnight shelters in the County. The County EMA also has a copy of these documents. The following table is a list of all shelters in Waldo County. A map of ARC shelters in the County is at the end of this annex.

Name	Town	Short-term capacity	Long-term capacity	Generator in place	ARC Supported
Troy Howard Middle School	Belfast	165	82	Yes	Yes
Islesboro Central School	Islesboro	215	107	Yes	No
Lincolntown Central School	Lincolntown	200	100	Yes	Yes
Searsmont Community Center	Searsmont	70	35	Yes	No
Mount View School Complex	Thorndike	878	440	Yes	Yes
Total capacity		1528	764		

Table F-1 Shelter Capacity

3. Should there be an extreme need to increase the shelter capacity, classrooms in the schools that have been activated as shelters will also be used as dormitories. In the case of Mount View, an additional 1,400 people could be sheltered if classrooms are used.

4. The County EMA and ARC have classified the following as regional mass care overnight shelters, which will be the first established by the ARC:

- Troy Howard Middle School in Belfast
- Mount View High School in Thorndike
- Lincolntown Central School in Lincolntown

5. The Troy Howard Middle School shelter will be activated first, if safe to do so (a hurricane could structurally impact this shelter). This school is located in the most densely populated area of the County. If a very large shelter population is needed or if the disaster is a hurricane, then the Mount View School Complex shelter would be activated.

6. Other shelters will be opened if there is a significant need in the section of the County in which the facility is located or if Waldo County opens a joint shelter with another county. For example, Lincolntown Central School could be opened to serve Waldo and Knox counties.

7. The County EOC will support, as it can, the Red Cross with volunteer staff and logistics support. The County EOC will track the status of the resident population and assist by providing equipment, supplies and communications support. The Maine Chapter of the ARC will be responsible for opening a shelter, providing shelter management staff, and registering and tracking shelter residents. These tasks are described in the Statement of Agreement between the State of Maine and the American National Red Cross, located in the Mutual Aid Agreement book on the EOC Plans shelf. Shelters will report their occupancy level and current status to the County EOC at least twice a day, more often as needed.

8. The County EOC may dispatch ham radio operators to the shelter to maintain communications.

9. Nursing homes and the hospital will be evacuated to shelters that are separate from those designated for the general public. The Harbor Hill facility will evacuate to East Belfast School. Tall Pines will utilize the Captain Albert Stevens School. Bayview Manor will evacuate to the Searsport Middle School.

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B. MUNICIPAL WARMING CENTERS

1. Should Waldo County experience a region-wide, long-term power outage during the winter months, there may be a need to provide disaster relief to the County residents. Without power, many residents will not have access to drinking water, cooked food, warmth, functioning bathrooms and showers and lighting. They may not have access to information such as the status of the storm; repairs to the power grid; what services and assistance are being provided; available overnight sheltering; and general news of the event happenings.

2. Each municipal government should investigate establishing a “Warming Center” for their residents. Two or more municipalities may consider collaborating on a single facility that would serve all towns in the collaborative effort. The program would be overseen by the Local Emergency Management Director (EMD), but staffed by a local volunteer group, such as a church.

3. The following are facilities are warming centers that have been identified by each Town.

Town	Warming Center	ADA Bath & Ent	Kitchen	Heated during outage	Public Water	In Place Gen	Gen Switch
Belfast	Troy Howard Middle Sch	Yes	Yes	Yes	Yes	Yes	Yes
Belfast	Boat House	Yes	Yes	No	Yes	No	No
Belmont	Town Office	No	Yes	No	No	No	No
Brooks	Varney Building	No/Yes	Yes	Yes	Yes	Yes	Yes
Burnham	Town Office	No	Yes	Yes	Yes	Yes	Yes
Frankfort	Congregational Church	Yes	Yes	Yes	Yes	Yes	Yes
Freedom	Portable Bld @ Town Off	No/Yes	No	Yes	Yes	Yes	Yes
Islesboro	Town Office	Yes	Yes	Yes	Yes	Yes	Yes
Jackson	Community Center	Yes	Yes	Yes	Yes	Yes	Yes
Knox	Town Office	Yes	No	Yes	No	Yes	Yes
Liberty	Walker Elementary Sch	Yes	Yes	Yes	Yes	Yes	Yes
Lincolnton	Central School	Yes	Yes	Yes	Yes	Yes	Yes
Monroe	Town Office	Yes	No	Yes	Yes	Yes	Yes
Montville	Fire Station	Yes	Yes	Yes	Yes	Yes	Yes
Morrill	Town Office	Yes	No	No	No	No	No
Northport	Town Office	Yes	Yes	Yes	Yes	Yes	Yes
Northport	Elementary School	Yes	Yes	Yes	Yes	Yes	Yes
Prospect	Community Center	Yes	Yes	Yes	Yes	Yes	Yes
Searsmont	Searsmont Comm Ctr	Yes	No	Yes	Yes	Yes	Yes
Searsport	Public Safety Building	Yes	Yes	Yes	Yes	Yes	Yes
Searsport	Middle School	Yes	Yes	Yes	Yes	Yes	Yes
Stockton	Town Office	Yes	Yes	Yes	Yes	Yes	Yes
Swanville	Town Office	Yes	Yes	No	No	No	No
Thorndike	Town Office	Yes	Yes	Yes	Yes	Yes	Yes
Troy	Fire Station	Yes	Yes	Yes	Yes	Yes	Yes
Unity	Fire Station	Yes	Yes	Yes	Yes	Yes	Yes
Waldo	Community Center	Yes	Yes	Yes	Yes	Yes	Yes
Winterport	Victoria Grant Comm Ctr	Yes	Yes	Possible	Yes	No	Man

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4. The Local EMD will coordinate with the Board of Selectmen/Councilors or City/Town Manager in order to gain approval to activate the Warming Center.

5. Once activated by the Local EMD, the Warming Center volunteers should be notified and a work schedule developed. The Warming Center must be staffed at all times while it is open. By having the Local EMD activate the volunteers, the volunteers are covered by the State for Worker's Compensation and Liability under Title 37B, Chapter 13. All the volunteers should be brought together and briefed on the hours of operation, the services to be provided, and any communication, utility and facility related issues.

6. Town Warming Centers will not be expected to provide any medical assistance, mental health assistance, financial assistance, general assistance, or social services. The warming centers are not expected to provide sheltering for pets.

7. Operational Activities

a. Develop a work schedule for the volunteers. Have the volunteers sign in and out on the work schedule. These hours can be counted as soft match towards public assistance grants from FEMA, should the disaster receive a presidential declaration.

b. Assign a Warming Center Manager and Deputy Manager from the volunteers. Issue a radio to the Warming Center so they can communicate with the Town EOC.

c. Place a large sign board out by the road to let residents know that this facility is now a Warming Center and that it is open. Post open hours and the Warming Center phone number if there is room on the message board.

d. Set up a Sign-In Desk. Have all visitors sign in and sign out. This is to keep an accurate track of who was there and when.

e. One or more volunteers should be used to provide hot food, coffee, tea, cold drinks and snacks. Many organizations in the area are very experienced in public suppers and this could be treated in that same light. Consider advertising around town that there will be a free public supper at the Warming Center. This will be a good opportunity to brief residents on what is happening and what they can be doing.

f. Have games and/or other entertainment for visitors. This can include card games, board games, books, coloring books, crayons and an AM/FM radio.

g. Set up an Information Board inside the Warming Center. The Town can post news bulletins, news reports, and storm information. Residents could post offers of supplies and services or their need for assistance (such as snow plowing, fire wood or animal care).

h. Track all of the Warming Center's expenditures and copies of all receipts.

i. Periodically update the County EOC of the status of the Warming Center.

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C. MASS CARE FOR PEOPLE WITH FUNCTIONAL NEEDS

1. Many people with functional needs are, during normal circumstances, able to function on their own or with a support system. The National Response Framework's broad definition of "special needs" focuses not on formal diagnoses but on additional needs that people may have before, during, and after an emergency in areas including (but not limited to) communication, transportation, supervision, medical care and maintaining independence.

2. Individuals who may need additional assistance during an emergency include those who live in an institutionalized setting, are elderly, are children, are from a culture other than the predominant culture in the area, have limited or no English proficiency, do not have access to transportation, or have a disability. The National Organization on Disability defines the following types of disability:

- Sensory disability — hearing or visual limitations, including total blindness or deafness
- Mobility disability — little or no use of one's legs or arms; need for a wheelchair, scooter, walker, cane, or other device as an aid to movement
- Cognitive or developmental disability — a condition that affects one's ability to listen, think, speak, read, write, do math, or follow instructions

3. Addressing functional needs may involve assistance with notification, evacuation, transportation, sheltering, medical services, temporary lodging and housing, transition back to the community, and cleanup.

4. The U.S. Census (2019) has estimated that in Waldo County (total population 39,715), the following numbers of people have disabilities or are institutionalized:

- 18 in correctional facilities
- 163 in nursing homes
- 89 in other supervised group housing
- 676 with a sensory disability
- 1,102 with a physical disability
- 697 with a mental disability
- 6,389 with some level of disability (include many from above)

Special assistance will be provided for populations with functional needs in the following ways.

a. **Transportation:**

1) Nursing home transportation will be augmented by local ambulances and school buses. Hospitals will be augmented by local ambulances, school buses, and vans from WCAP. County holding cell inmates will be transported in the County corrections vans.

2). The County EMA has agreements with the school districts and WCAP to provide wheelchair-accessible buses and vans during an emergency for evacuation or transport to a shelter. They would be managed by County EOC staff, who would communicate by cell phone or radio with the school bus drivers and by cell phone with the WCAP van drivers.

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b. **Medical and personal care:** Nursing home residents will be cared for by nursing home staff, augmented by local responders and volunteers (who will be supervised by the nursing home staff). Off-duty hospital staff will be recalled to assist with the evacuation and sheltering of hospital patients.

c. **Supervision:** School staff will care for students until they are reunited with their parents. Jail guards will supervise inmates.

d. **Shelter:** Nursing home residents will be sheltered at East Belfast, Searsport and Captain Stevens schools or at nursing homes outside the disaster-affected areas. Hospitals and clinics outside the disaster-affected areas will provide shelter to hospital patients. Each school in Waldo County has a plan that designates evacuation sites and parental pickup locations. County jail/holding cell inmates will be relocated to other county jails or to the Maine State Prison.

5. All County-identified and ARC-supported shelters are compliant with the Americans with Disabilities Act. As long as it can be accomplished safely and adequate resources are available, people with a disability will be located within the general population dormitory of an activated shelter. If this is impossible due to incompatibility of populations, unsafe conditions, or insufficient resources (such as electrical outlets), another dormitory room may be established in the same shelter. For example, the Mount View School Complex has two gymnasiums. If nursing staff is limited, the second gymnasium can be set up as a functional needs shelter dormitory. If an individual with a mental disability is unable to deal with the noise in a crowded shelter dormitory, a classroom could be set up as a dormitory room for the individual.

6. In terms of bedding, the County EMA maintains folding cots only. Any specialized bedding will have to be provided either by the individual who needs it or by a contracted source. The State EMA has developed a list of functional needs resources that may be requested.

7. Communication

a. The County EOC and the RCC both have TTY telephones, but only the Communication Center has a TTY phone that is operational 24 hours a day, 365 days a year. The County EMA will set up the EOC TTY phone whenever the EOC is fully activated during a disaster.

b. In an emergency, municipal fire departments and other agencies may assign personnel to travel door-to-door and check on all residents, especially the elderly. If they encounter people with emergency requirements, they will report them immediately to the municipal EOC. If that EOC is unable to deal with the issue, it will be reported to the County EOC. If the County EOC is unable to deal with the issue, it will be reported to the State EOC.

D. DISASTER RECOVERY CENTERS

1. Following a Presidential disaster declaration that authorizes provision of individual assistance, FEMA may open a Disaster Recovery Center (DRC) to provide direct customer service. In the absence of a DRC, disaster survivors can register for assistance through a toll-free FEMA number (1-800-621-3362) or on the FEMA website, www.fema.gov. Waldo County has a signed support agreement to establish a DRC at the University of Maine Hutchinson Center.

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2. FEMA may not open a DRC after every disaster declaration or in every county covered by the disaster declaration. FEMA may use a mobile DRC that travels to various publicly announced locations within the county, spending one or two days at each. The period of time a DRC is open depends on the number of visitors; its closure will occur following a public announcement by FEMA. Neither the State nor FEMA will pay for the rent or utilities of a DRC. The County EMA will ask the University of Maine to waive its fees for use of the Hutchinson Center.

3. If the Hutchinson Center is used as a DRC, the atrium will be used for registering disaster assistance applicants, and a computer lab will be used for FEMA office space. A classroom may be used as an interviewing area. The Hutchinson Center has wireless Internet capability.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following EOC staff positions are tasked with mass care duties during an emergency.

- **County Commissioners:** will have the overall responsibility to provide policy and financial support to maintain the County's mass care assets.
- **EOC Manager:** will oversee and track county-wide mass care facility status, consult with the municipal EOC and the ARC to determine which shelters should be opened, and contact the ARC to request mass care facility management and operation support.
- **Radio Room:** will ensure that radio communications are maintained with mass care facilities in the County, and may use ham radio volunteers to augment communications.
- **Public Warning Manager:** will provide mass care information, such as location and availability of shelters, to the general public through the municipal EOCs and local media.
- **Mass Care Manager:** Acts as the liaison with the American Red Cross for sheltering operations. Coordinates with municipalities regarding their community warming centers. Coordinates resource needs for shelters and warming centers. Coordinates resources for providing mass feeding, transportation to shelters and human services. Locates and coordinates with Federal, State, local and non-profit general assistance functions. Manages and coordinates Individual Assistance information.
- **Pet Shelter Team:** The County has a small Pet Shelter Team to shelter cats and dogs belonging to the ARC shelter residents. This is a portable capability.
- **Social Services Liaison:** Provides liaison between the County EOC and WCAP. Coordinates social services for the county and provides social service information to the EOC. Establishes contact with all other social service agencies in the County.
- **Volunteer Organizations Active in Disaster (VOAD) Liaison:** Provides liaison between the County EOC and Maine VOAD. Coordinates VOAD participation in the emergency. Provides management of all VOAD entities operating within the County.

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V. ADMINISTRATION AND LOGISTICS

A. ARC SHELTERS:

1. The manager of each shelter will track the number of people staying in the facility and the amount of supplies used. The Shelter Manager will be responsible for all shelter staff and residents. All expenditures will be recorded and receipts will be saved. ARC-approved shelters will be reimbursed by the ARC.
2. The ARC has signed shelter agreements and surveys on file for facilities they will operate as shelters during a disaster. The County EMA has copies.
3. The ARC will pay shelter-related costs only for activities that are under their administrative control or authorized by them, or when prior written agreements have been made for another organization to provide emergency services on ARC's behalf.

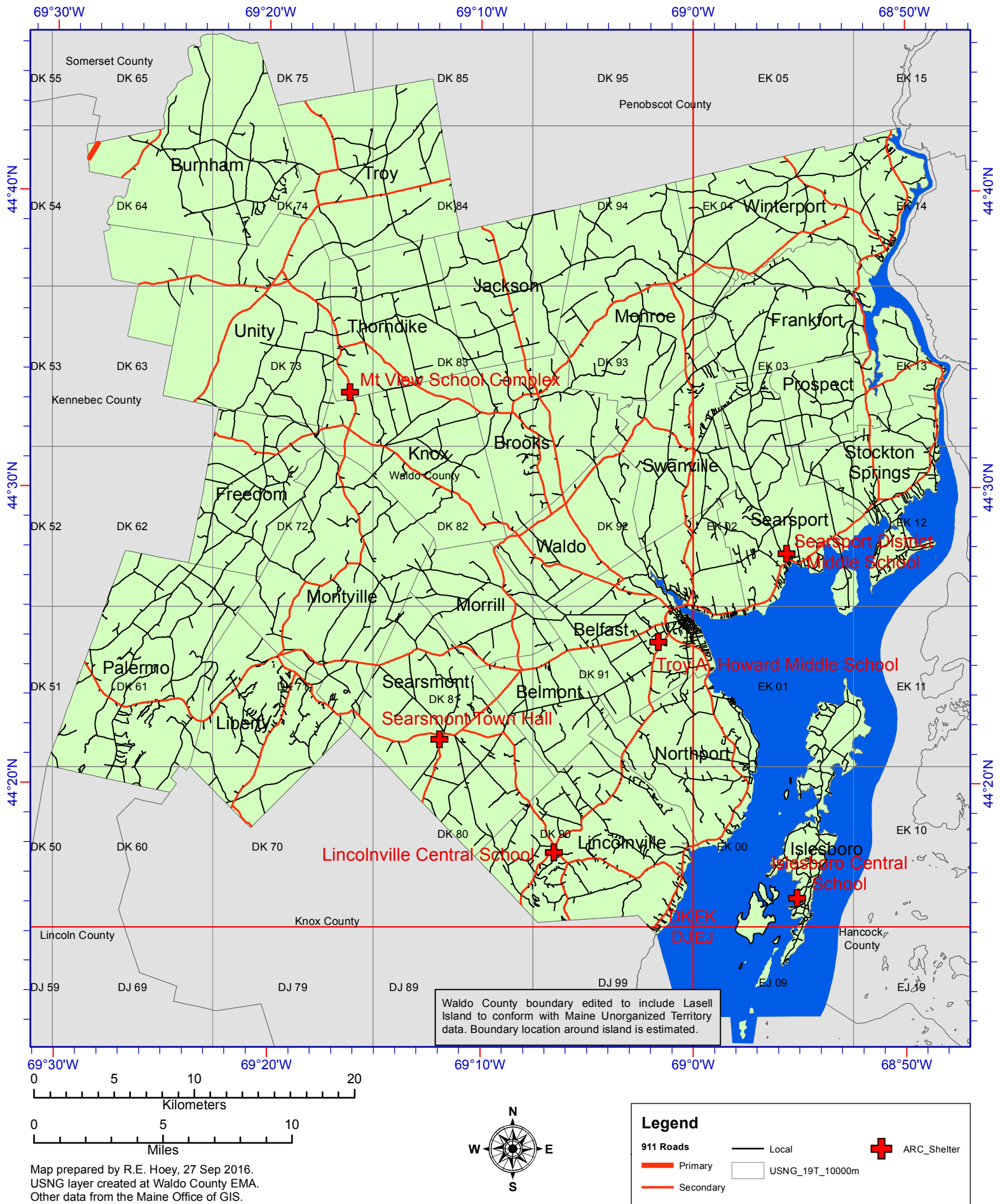
B. TOWN WARMING CENTERS:

1. Each town is responsible for accounting for volunteers, visitors and expenditures. Open hours and the status of the warming center should be provided to the County EOC Mass Care Manager.

C. COUNTY EOC:

1. The County EOC will consolidate all expenditure records for any mass-care-related costs and will provide copies to MEMA.
2. WCAP may provide a liaison to the Waldo County EOC to coordinate the social service requirements of mass care recipients. WCAP has vans that can transport individuals with disabilities to local shelters. The County will reimburse WCAP for driver's hours and bus fuel.

Waldo County American Red Cross Shelter Map



Map prepared by R.E. Hoey, 27 Sep 2016.
 USNG layer created at Waldo County EMA.
 Other data from the Maine Office of GIS.
 NAD83, USNG 19T.

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ANNEX F1: EMERGENCY FEEDING

I. PURPOSE

The Emergency Feeding Annex provides a framework for providing emergency food to the residents of Waldo County following a catastrophic disaster. This effort will include distributing food provided by the Federal or State government or by charities to the residents of the County following a catastrophic disaster; opening and operating emergency feeding centers (public meals, soup kitchens, etc); delivering food to those without transportation; and reestablishing local food production and distribution systems.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. Waldo is a rural county with approximately 40,000 people spread out over nearly 800 square miles. A single commodity point of distribution (C-POD) for the county is unrealistic. A C-POD (may also be known as a Supply Drop) will need to be established in each Town. Each Town is approximately 20-40 square miles.
2. There are residents who depend on daily assistance for food. A disaster will worsen this situation. It will increase the number of people needing food, diminish the availability of food, and make travel difficult.
3. Most residents have their own private wells. Many have their own generators. Every town has at least one public facility that has generator power and a well. Residents should be able to get drinking water locally.
4. If a Town provides water during an emergency from a Town well for at least 25 people a day for at least 60 days of the year, you may become a regulated public water system. The Town may need to submit an application for a new system to the Drinking Water Program.

B. ASSUMPTIONS

1. Residents should have 3-7 days of food on hand. For planning purposes, it will be assumed that 25% of residents will have a need for food replenishment after 3 days. This annex will plan for enough food for two meals per day per resident needing food. This comes to 20,000 meals/day. This need would require one tractor trailer truck each day which can carry 21,744 MREs. If this is not sufficient, then Towns must let the County EOC know so that larger orders may be placed.
2. Town government and local Community Based Organizations (CBOs) may be able to initiate “public suppers” and emergency soup kitchens with stock initially available from local stores and food pantries.
3. CBOs, such as local churches and civic organizations, and local businesses, such as restaurants, will respond spontaneously.
4. The Federal Government will provide shelf-stable meals within one to two weeks. Meals Ready to Eat (MREs) will be used to supplement initial feeding requirements.

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5. Catastrophic incidents will require the mobilization and coordination of multiple government, NGO and private sector resources to provide mass feeding and hydration services. During a nation-wide emergency, help from the Federal government and mutual aid may not occur.
6. Participating agencies/organizations will develop internal procedures and train personnel to perform the duties and responsibilities described in this plan.
6. Delivery of supplies to individuals affected by the disaster often will be hindered by debris blocking roads and access to sites, lack of signage and other external factors.
7. This annex will assume that most, if not all of the County, will be without commercial power. Food requested will consist mainly of MREs, canned goods and dry goods. Food that requires refrigeration will not be requested.
8. The County and municipalities will be able to organize enough volunteers to complete the tasks identified in this annex.

III. CONCEPT OF OPERATIONS

A. IDENTIFICATION OF NEED

1. Disaster hits. Local utilities (electric, water, sewer, phone and fuel supply) are severely damaged.
2. Residents will use their 3-7 days of personal food stock.
3. Towns open a Drinking Water Supply Point. (A local building with water and emergency power for pumping drinking water).
4. Residents must either travel to the supply point to get food and water, using their own containers; or town officials/CBOs will deliver food and water to those who are unable to travel.
5. Town EOCs determine how much food stock is needed for the next 3 days.
6. Town EOCs determine if there are local food sources (stores, farmers, warehouses).
7. Town EOCs submit requests for food to the County EOC.
8. Town EOCs will also report on whether they can pick up supplies or the supplies need to be delivered. A Town will receive food quicker, if they pick it up themselves.
9. The County EOC consolidates all the food requests and submits request to the State EOC.

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B. DELIVERY OF EMERGENCY FOOD STOCK

1. County works with Maine DOT to open US Routes 1, 1A and 3 for freight traffic.
2. County rents a forklift, trucks and utility trailers and assembles a Disaster Logistics Team (DLT).
3. State, Federal, VOAD and others provide food stock.
4. The County receives truckloads of food at the County Commodity Staging Area or Warehouse.
5. The County DLT offloads freight trucks and stacks food stock. The Staging Area/Warehouse Manager completes inventory updates in D4H Incident Management.
6. The County EOC Resource Manager reviews food stock and town requests and approves allotments.
7. The County EOC Resource Manager gives delivery orders to the Staging Area or Warehouse. Orders should maximize deliveries so that travel time is limited.
8. The County EOC Resource Manager contacts the towns to let them know that food stock is available for pick up or gives an ETA on deliveries.
9. The Staging Area or Warehouse crew loads town trucks and trailers for towns picking up or loads county trucks and trailers for delivery.
10. Drivers deliver food stock to Town Food Pantries or Town C-PODs. Town volunteers offload.
11. Local food pantries, C-PODs, CBOs or town officials inventory food and allocate to residents.
12. Residents travel to the Town Food Pantries or PODs to get supplies of food or the town volunteers deliver some food stock to those who cannot travel.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. The Waldo County Emergency Operations Center (CEOC) will be the coordination center for the county efforts to receive and distribute emergency food stock. The County will activate a Staging Area or a warehouse to break down freight deliveries and prepare the emergency food stock for transportation to each Town.
2. Each Town will activate its own town EOC (TEOC) to coordinate its efforts to receive and distribute emergency food stock. Each Town will activate an Emergency Food Pantry or utilize an existing community food pantry to hand distribute food stock to residents. Towns must provide a facility, staffing and transportation for an Emergency Food Pantry or augment the existing community food pantry with staff and transportation.
3. Municipalities must pre-identify local CBOs to staff emergency food pantries or to augment existing community food pantries.

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B. INFORMATION TO TRACK

1. The County EOC will track the following information:

- Number of people requiring food assistance by Town each day
- Amount of food currently located in the County Staging Area/Warehouse
- Amount of food needed and current status of food deliveries from the State/Feds
- Method of delivery (by County to Town; or by Town picking up at County)
- Ongoing tally of the amount of food already provided to each Town
- Contact information for the Staging Area/Warehouse, Drivers, Town EOCs and Food Pantries.

2. Food supplies will be tracked in D4H Incident Management, if available. Available food stock will be inputted into the Resource Management info-manager by the Staging Area/Warehouse Manager. The EOC Resource Manager will create a resource order for each Town and allot a given amount of food stock.

3. If D4H Incident Management is not available (internet is down), then each Town should submit a MEMA Resource Request for each daily food request to the County EOC. The EOC Resource Manager will use a spreadsheet to track and manage food allotments.

C. COMMUNICATIONS

1. Food Pantries and Town EOCs shall use telephones, while available. Should telephones become inoperative, then each TEOC shall issue a 2-way radio to the food pantry/C-POD.

2. Town and County EOCs shall use D4H Incident Management, while available. Should the internet not be available, then orders and status updates may be faxed or radio transmitted.

V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

The County EMA completes the following activities before an event. These activities will be updated by the County EOC during an event.

- Map/list of all food pantries and soup kitchens by town
- Map/list areas of coverage by existing food pantries
- Map/identify preferred routes of delivery

B. LOGISTICS

1. Refer to Annex H for processes to acquire resources needed to implement the Emergency Feeding Annex. Example resources will include:

Food
Gasoline, diesel and propane
Logistic Volunteers

Box Trucks and Trailers
Forklift
Generators

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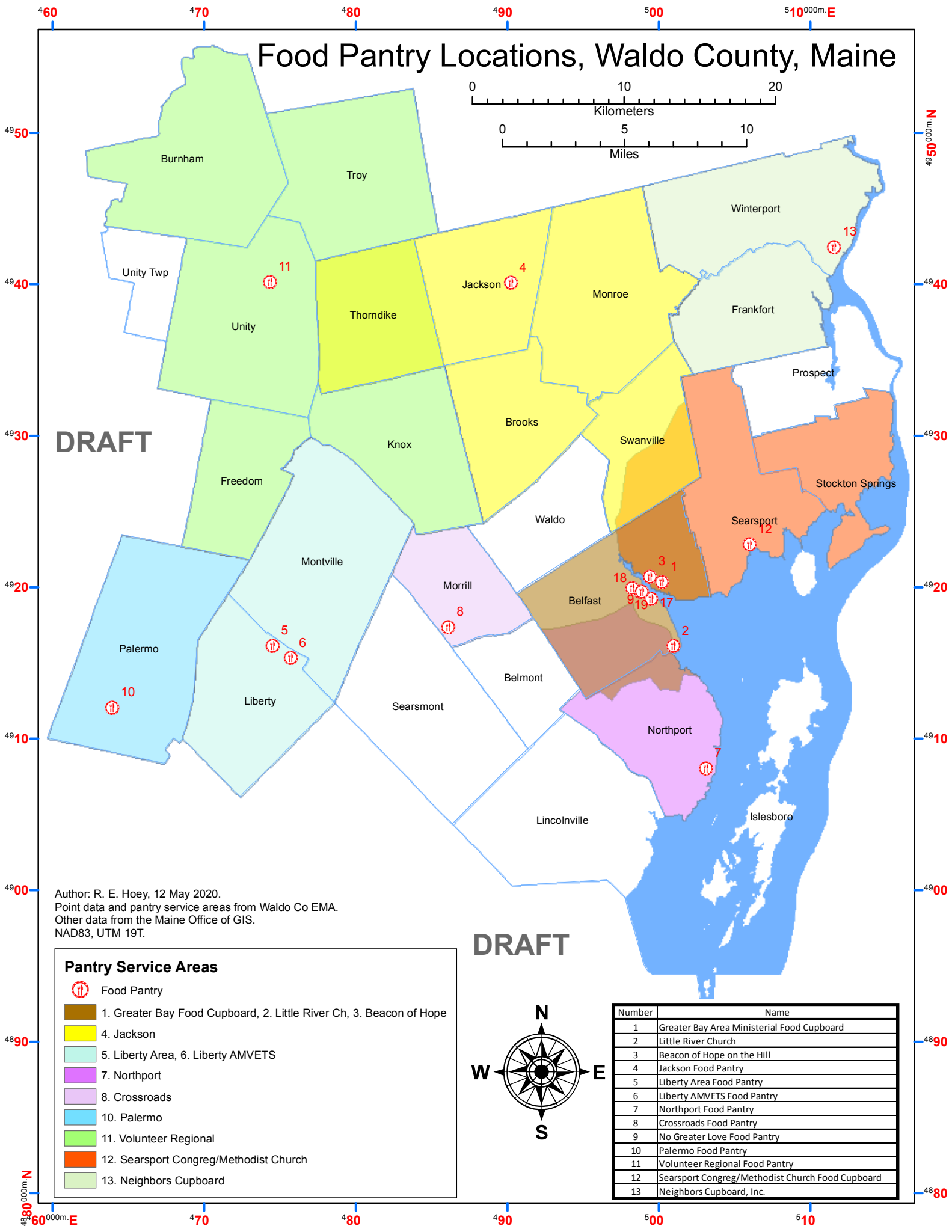
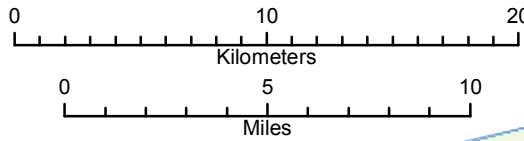
2. The following chart indicates the food pantries located in the County.

Town	Food Pantry	Facility
Belfast	Greater Bay Area Ministerial Little River Church Beacon of Hope on the Hill Belfast Soup Kitchen	Belfast Area United Methodist Ch Little River Church Beacon of Hope on the Hill Church Belfast Center
Belmont		
Brooks	Jackson Food Pantry	Jackson Community Center
Burnham	Unity Vol Regional Food Pantry	Old Unity Fire Station
Frankfort	Neighbors Cupboard	Victoria Grant Community Ctr, Winterport
Freedom	Unity Vol Regional Food Pantry	Old Unity Fire Station
Islesboro	Islesboro Food Pantry	Fellowship Hall, 2nd Baptist Church.
Jackson	Jackson Food Pantry	Jackson Community Center
Knox	Unity Vol Regional Food Pantry	Old Unity Fire Station
Liberty	AMVETS Food Pantry Liberty Area Food Pantry	AMVETS Post 150 Liberty Baptist Church
Lincolntonville		
Monroe	Monroe Food for All Soup Kitchen	Monroe Community Church
Montville		
Morrill	Crossroads Food Pantry	Crossroads to Calvary Church
Northport	Northport Food Pantry	Northport Food Pantry
Palermo	Palermo Food Pantry	Palermo Community Center
Prospect		
Searsmont	No Greater Love Food Pantry	Abundant Grace Church
Searsport	Searsport Congr Methodist Church	Searsport Cong Methodist Church
Stockton Springs		
Swanville		
Thorndike	Unity Vol Regional Food Pantry	Old Unity Fire Station
Troy	Unity Vol Regional Food Pantry	Old Unity Fire Station
Unity	Unity Vol Regional Food Pantry Open Door Soup Kitchen	Old Unity Fire Station Unity Community Center
Waldo		
Winterport	Neighbors Cupboard	Victoria Grant Community Center

IV. AUTHORITIES AND REFERENCES

The Federal Government does not consider private-non-profits as having a legal responsibility to provide food to the public. The State and town governments do have a legal responsibility to provide food. For towns, that responsibility comes from Title 22 Chapter 1161 Municipal General Assistance. A Private Non-Profit Food Pantry or Soup Kitchen may sign a contract or agreement with a municipal government or multiple governments assigning responsibility for feeding the needy on behalf of the towns.

Food Pantry Locations, Waldo County, Maine



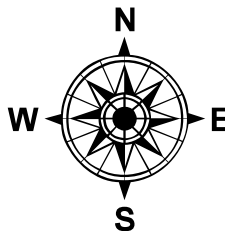
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Author: R. E. Hoey, 12 May 2020.
 Point data and pantry service areas from Waldo Co EMA.
 Other data from the Maine Office of GIS.
 NAD83, UTM 19T.

Pantry Service Areas

- Food Pantry
- 1. Greater Bay Food Cupboard, 2. Little River Ch, 3. Beacon of Hope
- 4. Jackson
- 5. Liberty Area, 6. Liberty AMVETS
- 7. Northport
- 8. Crossroads
- 10. Palermo
- 11. Volunteer Regional
- 12. Searsport Congreg/Methodist Church
- 13. Neighbors Cupboard



Number	Name
1	Greater Bay Area Ministerial Food Cupboard
2	Little River Church
3	Beacon of Hope on the Hill
4	Jackson Food Pantry
5	Liberty Area Food Pantry
6	Liberty AMVETS Food Pantry
7	Northport Food Pantry
8	Crossroads Food Pantry
9	No Greater Love Food Pantry
10	Palermo Food Pantry
11	Volunteer Regional Food Pantry
12	Searsport Congreg/Methodist Church Food Cupboard
13	Neighbors Cupboard, Inc.

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ANNEX G: HEALTH AND MEDICAL SERVICES

I. PURPOSE

This annex provides information on mobilizing and coordinating local public health and medical services needed during emergency response and recovery operations. It describes the health and medical programs in place and the responsibilities and procedures for using them. This annex applies to large-scale emergencies and disasters that would cause enough casualties or fatalities to overwhelm local medical, health, and mortuary capabilities.

II. SITUATIONS AND ASSUMPTIONS

A. SITUATION

1. The Waldo County Emergency Management Agency (EMA) has determined that there is the potential for a mass casualty incident as the result of a transportation accident (aircraft, ship, multi-passenger ground vehicle), a hurricane, a hazardous materials release, an explosion or an outbreak of a contagious disease. In Waldo County, due to limited emergency medical services, a mass casualty incident is any event involving at least 5 severely injured victims requiring transport. However, the final decision to declare a MCI is the responsibility of the Incident Commander.

2. The most likely mass casualty incident would include a transportation accident involving multiple cars, a tour bus or school bus, or an aircraft or passenger ship. Health and medical services in the County are not likely to be damaged or destroyed by the incident, and medical facilities and transport from neighboring counties would be available to assist.

3. Historically, no hurricane have caused mass casualties in Maine. A hurricane severe enough to cause mass casualties would likely overwhelm the health and medical system in the County.

4. A large number of inhalation and contact casualties could occur from a hazardous materials incident or a terrorist attack using weapons of mass destruction. Waldo County General Hospital (WCGH) has a small decontamination team, equipped and trained to operate at the hospital. The Belfast Fire Department and West Frankfort Fire Department each support a small operations-level hazmat response capability, but have no technical decontamination resources. No Waldo County emergency medical services (EMS) personnel have hazmat personal protective equipment or the training required to deal with hazmat contaminated victims.

5. A natural or intentional disease outbreak has the possibility of creating a very large number of casualties, perhaps the greatest mass casualty event possible in the County. Disease could greatly degrade health and medical capabilities by infecting hospital staff and EMS responders. If an outbreak affects the entire state or country, help from outside the County might not be available.

6. In nearly all incidents involving mass casualties, a county-wide response with mutual aid from the surrounding counties and from the State will be required in order to effectively handle the incident.

7. There are no mass casualty support trailers located within Waldo County. Request would have to be made to other counties or the State for MCI trailers.

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B. ASSUMPTIONS

1. Health and medical resources located in Waldo County will be available for use during the disaster; however, some of these resources may themselves be affected by the disaster.
2. Evacuations from the hospital may be required due to the disaster. Temporary facilities may need to be used to continue medical operations.
3. Volunteers will come forward to help perform health and medical services. Unaffiliated volunteers will need to be credentialed by DHHS/CDC before they can be used during the disaster.
4. The Waldo County government does not have the authority to control, manage or assume responsibility for medical facilities, temporary infirmaries or overflow facilities for hospitals. The Waldo County government does not have a public health department. The County EMA performs some of the functions of emergency public health preparedness, response and recovery.
5. The Waldo County EMA will not assume responsibility for patient tracking.
6. The first major issue to present itself during a regional power outage will be individuals with electrical dependent medical devices who have not prepared for what they will do when their equipment stops working.

III. CONCEPT OF OPERATIONS

- A. The initial responsibility for ensuring public safety rests with town governments. The County EMA will coordinate efforts by towns and private or nonprofit medical and disaster relief organizations (such as hospitals and the American Red Cross), and will request assistance from the State as needed.
- B. The Incident Commander at an incident scene will establish an EMS Group Supervisor to coordinate emergency medical responders on scene. The Incident Commander and staff will coordinate directly with the nearest hospital for support and for delivery of the victims. When there are multiple incidents ongoing simultaneously around the County, coordination of victim logistics will be accomplished through the town and County Emergency Operations Centers (EOCs).
- C. Health and medical assets in Waldo County include one critical access hospital, eight health clinics, nine EMS and/or rescue units, a health officer in each municipality and individual medical practitioners. There are no public health and medical assets under the control of the County government; however, the state has assigned a single district public health liaison to cover Waldo County (and three other counties).
- D. The County EMA Director will contact local school districts to request school buses for the transport of disaster victims. Hospital administrators and staff members will coordinate with other regional hospitals for assistance or for admission of patients when local facilities are overwhelmed. Assistance for volunteer and private EMS units are coordinated by the Maine EMS Region Offices.
- E. When emergency gross decontamination of victims is needed, it will be carried out by local fire departments with assistance from the Belfast and West Frankfort fire departments.

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IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. The following EOC staff positions are tasked with public health and medical duties during an emergency.

- **Resource Manager:** will coordinate with the Maine CDC Public Health Liaison, WCGH, local nursing homes and the medical clinics on resource requests.
- **Medical Liaison:** will be assigned by WCGH to the County EOC during events that require close coordination between the two, according to a signed agreement between WCGH and the Waldo County EMA. The medical liaison will coordinate with the Resource Manager for resource requests and will provide victim information (non-privacy info) and status of the Hospital and associated clinics. The Medical Liaison will also be the point of contact for non-affiliated clinics in the County.
- **Public Health Liaison:** will be assigned by the Maine CDC Public Health Liaison located in Rockland during events that require close coordination between the County and the State. The Public Health Liaison will help to coordinate all public health activities in Waldo County, to include working with the municipal health officers.

B. Other organizations with medical and public health responsibilities include:

- **Maine Center for Disease Control and Prevention:** oversees all public health surveillance and management.
- **Municipal Health Officer** is responsible for public health surveillance in their municipality and to contacting the Maine CDC District Public Health Liaison if the LHO hears of disease outbreaks in their community.

V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. Town fire departments, ambulance services and area hospitals handle daily emergencies on a regular basis and deal with one another directly. Waldo County has one hospital, but patients are also regularly sent to hospitals in Knox, Somerset, Kennebec and Penobscot counties. This Health and Medical Annex will be implemented during an emergency or disaster that is larger and more taxing than the daily emergencies. Since the Waldo County government has no firefighting or medical units, the County EOC will be opened for the purpose of coordinating with the individual towns, ambulance services, hospitals, and medical personnel and making official requests to the State EOC for health and medical assistance, expertise and resources.

2. The County EOC may assist local responders by requesting assistance and services from local mental health professionals. The County EOC will request state public health resources through the DHHS Regional Office, the Public Health Liaison or the State EOC when these services are needed.

3. Incident commanders will request LifeFlight services through the Waldo County Regional Communication Center (RCC). LifeFlight is based at Eastern Maine Medical Center in Bangor.

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4. The Maine Department of Health and Human Services has developed and implemented a credentialing and qualification review process for all medical volunteers prior to their assignment.

B. LOGISTICS

1. **Medical facilities and professionals:** The following table summarizes the medical facilities in Waldo County and the number of professionals employed there.

Facility	Number of MDs, DOs, PAs and NPs	Number of RNs and CMAs	Number of CNAs	Phone numbers
Waldo County General Hospital (Belfast)	64	210	50	338-2500 (opr) 338-6820 (fax)
Arthur Jewell Community Health Center (Brooks) *	1 MD 1 NP	1 CMA		722-3488 722-3183 (Fax)
Islesboro Health Center	1 DO	0	0	734-2213 734-8392 (Fax)
Lincolnton Regional Health Center *	1 MD 1 DO 1 NP	0	0	236-4851 236-0776 (Fax)
Northern Light Primary Care Center, Unity	1 MD 1 DO	3 CMAs		948-2100 948-3018
Seaport Community Health Center (Belfast)	7 MDs 2 DO 6 NPs 1 PA	9 CMAs		338-6900
Searsport Health Center	1 DO	0	0	548-2475 548-2470 (Fax)
Stockton Springs Regional Health Center *	2 MD 1 NPs	0	0	567-4000 567-4084 (Fax)
Donald Walker Health Center (Liberty) *	1 DO	1 CMA	0	589-4509 589-3104 (Fax)
Winterport Community Health Center	1 DO 3 NPs	5 CMAs		223-5074 223-5953 (Fax)

MD = medical doctor; DO = doctor of osteopathy; PA = physician's assistant; NP = nurse practitioner; RN = registered nurse; CMA = certified medical assistant; CNA = certified nursing assistant

* = affiliated with WCGH

2. **Waldo County General Hospital:** WCGH has its own logistics capabilities through which it can obtain additional equipment, supplies, transportation and the use of additional facilities. WCGH maintains 25 beds, including four intensive care beds, and two ventilators. WCGH may provide a health and medical liaison to the County EOC to coordinate efforts between the two entities. The County EMA Director will contact the State EOC to fill unmet medical needs.

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3. Medical examiners: There are no medical examiners in Waldo County. The Incident Commander will ask the County RCC to contact an available medical examiner–appointed physician, who serves as a fill-in for the Medical Examiner whenever there are fatalities at an incident. Mortuary services are provided by two local funeral home directors. The Incident Commander will ask the RCC to contact the nearest mortuary services–qualified funeral home director whenever there are fatalities at an incident. The County EMA Director will request additional Mortuary resources through the State EOC.

4. Social services agencies: The Waldo County EMA does not have the authority to collect personal information about people in the county who may need special services during an emergency. Instead, Waldo County EMA has identified and established contacts with local social service agencies that service this population. Social service agencies will strive to keep their client databases up to date and to coordinate with the County EOC whenever there are client needs that cannot be met by their organization and additional assistance is required. The County EMA has written agreements with Waldo Community Action Partners.

The following social service agencies are active in Waldo County.

Agency	Population served
Belfast Public Health Nursing	General public
Department of Human Services	Welfare recipients
Head Start	Preschool children
Kno-Wal-Lin	Disabled and elderly
Mid-Coast Mental Health	Mental health patients
Partners for Change	Drug and alcohol rehabilitation clients
Salvation Army	Economically disadvantaged
Spectrum Generations	Senior citizens
Sweetser	Children with behavioral issues
Veterans Administration	Military veterans
Waldo Community Action Partners	Welfare recipients
Waldo County Child Development Services	Preschool children
WCGH Home Care	Elderly
Waldo County Hospice	Terminally ill patients
Waldo County Preschool & Family Services	Preschool children

5. Nursing homes and assisted living centers: The following table lists the facilities in Waldo County with a large number of medical staff.

Facility	Number of staff	Phone number
Tall Pines	79 total (combined RNs, LPNs and CNAs)	338-4117
Harbor Hill	112 total (combined RNs, LPNs and CNAs)	338-3666

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6. Funeral homes: There are two funeral homes in Waldo County.

Facility	Phone number	Location	Storage capacity
Crabiel & Riposta	338-9191	182 Waldo Avenue, Belfast	20–23 corpses
Young	548-2545	31 West Main Street, Searsport	None (chapel only)

VI. AUTHORITIES AND REFERENCES

- MRSA Title 22 Health and Welfare, Chapter 153, Local Health Officers
- MRSA Title 22 Health and Welfare, Chapter 250, Control of Communicable Diseases
- MRSA Title 22 Health and Welfare, Chapter 711, Medical Examiners Act
- 2013 Waldo County EMS Mutual Aid Compact
- 2010 Waldo County Mass Casualty Incident Response SOP

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ANNEX G1: MASS CASUALTY RESPONSE SERVICES

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. An incident in Waldo County that involves at least five casualties will be considered a mass casualty incident (MCI). Possible MCIs include a multiple vehicle accident, an accident involving a large passenger vehicle such as a bus, a building collapse, an aircraft crash, a boat or ship sinking, an explosion or a hazardous materials incident. Such an incident could overwhelm the day-to-day emergency medical response system in Waldo County.
2. In such a case, the County Emergency Management Agency (EMA) Director can request assistance from the State and from other counties.
3. The most likely locations for a MCI are along public roads, in Penobscot Bay or at a large public gathering.
4. Small aircraft operate out of Belfast and Islesboro airfields on a daily basis. Due to their proximity to the coast, these airfields are susceptible to fog. Large passenger aircraft and military aircraft operate out of Bangor International Airport and regularly fly over Waldo County.
5. Ferry service is provided by the State of Maine between the towns of Lincolnville and Islesboro. There are numerous passenger ships sailing in Penobscot Bay daily.
6. A large number of school buses and touring buses transit Waldo County roads every day.
7. In any MCI, it will be very important that an Incident Command System is established quickly and that all available resources are requested by the Incident Commander immediately.

B. ASSUMPTION

1. The emergency medical services (EMS) system in the County will be immediately overwhelmed.
2. The Waldo County General Hospital (WCGH) cannot take more than eight patients at a time in the Emergency Department; less if they are in critical condition. WCGH may be able to handle the first two critical patients, after which the remaining patients will need to be transported to a hospital outside the County.
3. There is no formal Medical Control function that determines which hospitals victims will be transported. Coordination will need to be accomplished by the EMS Group Supervisor or the EMS Transport Officer on scene.
4. MCI training, exercises and experience is not very robust within the County.
5. Patient accountability tracking will most likely fail. The County EOC will attempt to work with responders, law enforcement and area hospitals to account for all patients.

Waldo County Emergency Operations Plan

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES

Waldo County's incident priorities for an MCI include the following:

1. Perform lifesaving for the victims.
2. Ensure the safety and accountability of all responders.

B. INCIDENT OBJECTIVES

Waldo County's incident objectives for an MCI include the following:

1. Stabilize the incident by eliminating any hazards.
2. Gain access to the victims as quickly as possible.
3. Perform lifesaving medical actions to stabilize the victims.
4. Transport all victims to the emergency room within one hour.

C. INCIDENT TACTICS

Waldo County's incident tactics for an MCI include the following:

1. Immediately dispatch all resources needed, such as EMS units and rescue crews and equipment.
2. Dispatch additional EMS units, rescue crews, and heavy equipment as needed.
3. Notify the hospital emergency room and keep the emergency room staff constantly apprised.
4. Clear a safe route from the accident scene to the hospital.
5. Utilize the County Mass Casualty Incident Standard Operating Procedure; each ambulance service has a hardcopy in its rigs.

The following table describes the life cycle of an MCI response.

1	Incident is reported.
2	First responders arrive on scene.
3	Incident Command declares an MCI and alerts the Regional Communications Center (RCC).
4	RCC dispatches additional first responders and alerts hospital(s).
5	Patients are triaged.
6	Patients are moved to treatment areas.
7	Patients are loaded on ambulances.
8	Patients are transported to area hospitals.
9	Incident Command accounts for all patients and their hospital assignments.
10	Hospitals receive and treat patients.

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III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. The Incident Commander will either be the senior fire officer for the municipality in which the incident occurs, or the senior officer from the primary EMS service for that area. Alternately, a Unified Command will be established that includes both.

2. The Incident Commander will request mutual aid from any and all other municipal fire departments, EMS companies and law enforcement agencies within the area. These requests will be filled immediately and should not be questioned by personnel who are not at the incident scene.

3. The Incident Commander will notify the Waldo County Regional Communications Center (RCC), declare a “mass casualty incident alert,” and provide the following information:

- Caller’s identification
- Location of incident
- Best access route
- Number of injured
- Types of injuries
- Known hazards
- Staging areas
- Resources needed, including any special equipment
- Identity of the primary hospital

4. The County RCC will page all county EMS responders to stand by at their stations, unless they are immediately requested on scene. Law enforcement and fire departments will be requested as needed. The County EMA Director, Waldo County General Hospital, and the American Red Cross will be alerted regarding the incident. Other area hospitals will be contacted if they are expected to receive casualties. The Red Cross will coordinate disaster health services (crisis intervention and family notification) for the incident.

5. The Incident Commander will assign EMS, Fire and Law Enforcement Group Supervisors. The EMS Group will consist of teams for triage, treatment and transport. Firefighters and law enforcement personnel may be assigned to assist the EMS Group; in such cases, they will work for the EMS Group Supervisor and the EMS Team Leaders to which they are assigned. The EMS Transportation Officer will determine the distribution of patients on ambulances and the hospitals to which they are sent.

6. The Transport Officer will be responsible for maintaining a full accountability on all patients from the Treatment Area to the hospital. METTAGs should be utilized and the tag number should be used to identify each patient. Patient status information must be provided to the Planning Section (Situation Unit) and to the receiving hospitals. The Planning Section (Situation Unit) is responsible for keeping the Incident Commander aware of all patient information.

7. The EMS Group Supervisor or the EMS Transport Officer will be responsible for all contact with the Lifeflight program and helicopters during the incident.

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8. To assist with establishing incident command, the Incident Commander may request the County Incident Management Assistance Team. The Incident Commander can also request additional resources from the Maine Emergency Management Agency through the County EMA.

9. A sample Incident Command organization for an MCI is shown in the following diagram.

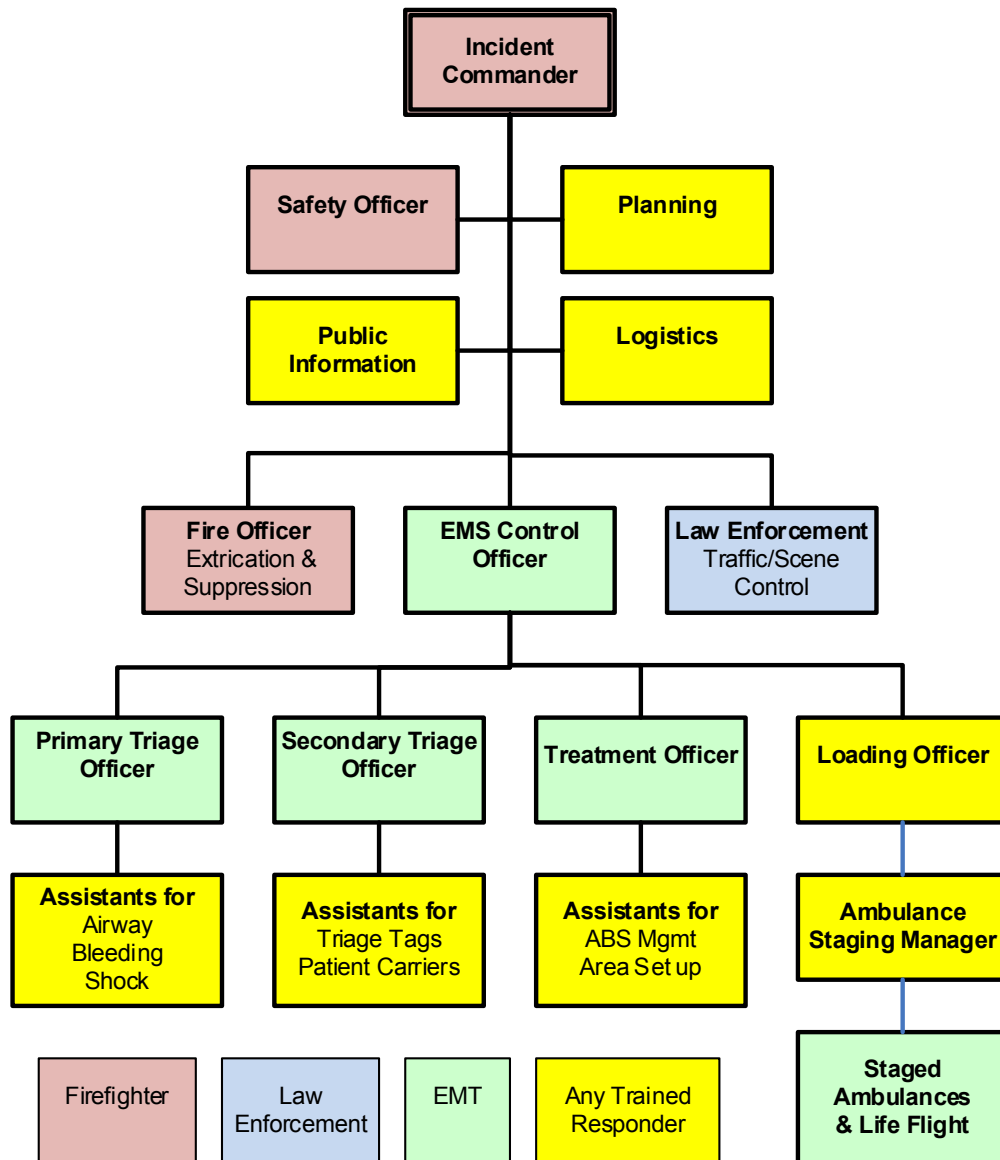


Figure 6.1: Sample ICS structure for a mass casualty incident

B. RESPONSIBILITIES

The responsibilities of the Incident Commander, EMS system, hospital(s), fire department(s), medical examiner, law enforcement personnel, emergency management personnel, American Red Cross, and North Eastern Maine Regional Response Center during an MCI are outlined below.

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1. Incident Commander and Command Staff, as appointed

- a. The IC should immediately alert the RCC that the incident involves mass casualties.
- b. The IC must appoint a Safety Officer and EMS Group Supervisor (EMS Control).
- c. Ensure coordination between agencies responding to the incident.
- d. Establish an Incident Command System organization with a manageable span of control.
- e. Provide the media a single point of access for information regarding search and recovery operations, patient and victim identification, and other issues related to the incident.

2. Emergency Medical Service

- a. The Incident Commander will assign an EMS Group Supervisor, and that person will assign the rest of the EMS positions.
- b. Assign a Primary Triage Officer, Secondary Triage Officer, Treatment Officer, Transportation Officer, and Ambulance Staging Managers.
- c. Establish a primary triage area, secondary triage area, treatment areas, a loading area, staging areas and temporary morgue sites.
- d. Carry out triage using the Step-Up triage procedures for MCIs.
- e. Use a patient tracking board and manifest to track victim accountability.
- f. Define preset routes to treatment areas and hospitals.
- g. Identify helicopter landing zones.
- h. Coordinate with the receiving hospital(s) regarding victim treatment and care. Communicate estimated numbers of casualties, any special patient requirements, and other essential information as soon as possible.
- i. Ensure that hazardous materials are removed from patients, responders and equipment.

3. Fire Department(s)

- a. The senior fire officer will serve as IC or participate in a Unified Command.
- b. Extinguish fires at the scene.
- c. Assist with victim extrication, rescue and recovery.
- d. Prevent evidence contamination as much as possible.
- e. Identify possible contaminants and hazardous materials.
- f. Provide firefighter manpower to the EMS Group to assist with medical operations.

4. Law Enforcement

- a. Notify the Medical Examiner when there are fatalities.
- b. Ensure evidence preservation.
- c. Initiate event investigation, and share this responsibility with external agencies.
- d. Secure perimeters (including incident location, treatment and staging areas, morgue sites, family assistance centers, and media briefing rooms).
- e. Assist with acquiring victim list information from Hospitals, ARC, and others.
- f. Ensure that the location and condition of human remains is documented.
- g. Ensure that the names, contact numbers, and addresses of witnesses are recorded.

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5. Emergency Management

- a. Provide incident management and communications support.
- b. Request additional resources as needed.
- c. Build a common operating picture of situational information.
- d. Assist with patient accountability.

6. Hospital(s)

- a. The IC or RCC (for the IC) will contact the hospital emergency dept (ED) to which the patients will be transported and relay the patient count and status.
- b. The ED will notify the hospital's chief medical officer of the incident
- c. Initiate hospital emergency preparedness plan and the Hospital Incident Command System.
- d. Initiate hospital security procedures (deploy security staff, lock down doors, and secure the emergency dept).
- e. Increase patient care staffing as needed.
- f. Obtain information from Incident Commander regarding any hazmat at the scene
- g. If hazardous materials are involved, implement decontamination procedures and provide adequate surveillance to prevent secondary contamination of the hospital facility.
- h. Decontaminate walk-in patients.
- i. Coordinate victim family support.
- j. Coordinate dissemination of information to victims' families.
- k. Provide temporary storage of human remains, if appropriate.
- l. Implement administrative and patient data tracking.
- m. Coordinate with mental health resources to provide support for hospital personnel, families and community members.

7. Medical Examiner

- a. Ensure appropriate management of human remains.
- b. Facilitate evidence collection in collaboration with law enforcement.
- c. Facilitate the identification and return of human remains, notification of positive identification, and return of personal effects.

8. American Red Cross

- a. Provide food, water, and coffee at incident site for response personnel.
- b. Establish shelters for evacuees as needed.
- c. Assist in finding temporary housing, clothing, and support for affected families.
- d. Help contact family members who are serving in the armed forces and arrange for their return to the community, if indicated.

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C. COMMUNICATIONS

1. Communications will be maintained between the Waldo County General Hospital, the County RCC, the County EMA, and the Incident Commander. An MCI is not likely to overload telephone lines or cellular telephones. However, first responders will utilize public safety radios to maintain contact, and two-way radio traffic may become congested, since this is the primary means of communication for the local fire departments.

2. The Incident Commander will immediately develop or delegate the development of an incident communications plan.

IV. ADMINISTRATION AND LOGISTICS

A. All EMS units in Waldo County have signed a common Mutual Aid Agreement that identifies roles and responsibilities and establishes an approach to liability and other legal issues.

B. The County EMA Director has the authority to order any emergency purchases and/or authorize the contracting of any emergency services that might be required.

C. The following ambulance services operate in Waldo County.

Waldo County ambulance services	Highest level	Transport?	Ambulance ID	Backboards
Belfast Ambulance	EMT P (ALS)	Yes	Rescue 1	3
		Yes	Rescue 2	3
		Yes	Rescue 4	3
Belmont Rescue	EMT B (BLS)	No	Rescue 51	2
Brooks Ambulance	EMT I (ALS)	Yes	Brooks Ambulance 1	3
		Yes	Brooks Ambulance 2	3
Islesboro Ambulance	EMT I (ALS)	Yes	Rescue 1	3
		Yes	Rescue 2	3
Liberty Rescue	EMT P (ALS)	Yes	Liberty Rescue	3
Northport Rescue	EMT I (ALS)	No	Northport Rescue	2
Searsmont Rescue	EMT I (ALS)	Yes	Searsmont Rescue	2
Searsport Ambulance	EMT P (ALS)	Yes	Searsport Ambulance 1	4
		Yes	Searsport Ambulance 2	4
Stockton Springs Ambulance	EMT I (ALS)	Yes	Stockton Ambulance 1	3
		Yes	Stockton Ambulance 2	3
Unity Ambulance	EMT I (ALS)	Yes	Unity 100	5
		Yes	Unity 200	5
Winterport Ambulance	EMT I (ALS)	Yes	Winterport Ambulance 1	4
		Yes	Winterport Ambulance 2	4

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D. The following ambulance services operate near Waldo County.

Ambulance services near Waldo County	Ambulances	Level	Backboards	Phone #
Albion	1	BLS	3	437-2540
Bucksport Fire and Ambulance Services	2	ALS	8	469-7951
Northern Light Ambulance (Bangor)	16	ALS	40	945-9600
China	1	ALS	2	872-4000
Clinton	1	ALS	8	426-8522
Community Ambulance (Dixmont)	2	ALS	6	234-2094
Bangor Fire and Rescue	5	ALS	10	623-3614
Delta Ambulance (Augusta and Waterville)	9	ALS	18	872-4000 872-5551
Hampden Public Safety	2	ALS	7	862-4586
Northern Light Sebecook Valley (Pittsfield)	1	ALS	2	487-5141 487-3300

V. AUTHORITIES AND REFERENCES

The *Waldo County Mass Casualty Incident Field Procedures* provides tactical worksheets using the ICS 201 form to provide direction during a Mass Casualty Incident. Sheets should be handed out to each MCI ICS officer position.

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ANNEX G2: MASS FATALITY RESPONSE SERVICES

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. A mass fatality incident (MFI) is any situation in Waldo County or offshore where more deaths occur than can be handled by local medical examiner resources. There is no minimum number of deaths for an incident to be considered a mass fatality incident because communities vary in size and resources.
2. Possible MFIs include a multiple vehicle accident, an accident involving a large passenger vehicle such as a bus, a building collapse, an aircraft crash, a boat or ship sinking, an explosion or a hazardous materials incident. Such an incident would overwhelm the day-to-day emergency medical response system in Waldo County.

B. ASSUMPTION

1. Mass fatality incidents will exceed the capacity of local resources, including morgues.
2. Mass fatality incidents will draw attention from media and curious bystanders.
3. Following a mass fatality incident, there will be substantial pressure from the public to identify victims quickly.
4. Recovery and identification of remains are expected to continue for a prolonged period. Some remains may never be identified. Death registration and certification may also be delayed.
5. Local emergency responders have no capability to deal with incidents that involve biological, chemical, or radiological agents or materials.

II. CONCEPT OF OPERATIONS

A. The local Incident Commander who is faced with a mass fatality will accomplish the following:

1. Ensure the safety and accountability of all responders.
2. Stabilize the incident by eliminating any hazards.
3. Secure the incident scene and bodies from theft, public view and animals.
4. Alert state authorities immediately.

B. The County EMA office will assist with the following:

1. Assist Incident Command with overhead management.
2. Gather as much information as possible to provide to the local Incident Commander.

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3. Provide initial communications and situational awareness to the State EOC and state agencies.
4. Coordinate resources needed on scene.
5. Assist Federal and State agencies with on scene logistics, such as identifying needed facilities.
6. Provide the initial on-scene public information capabilities.

C. The County EMA Director will work with the IC, Sheriff's Office, local EMS, the impacted vendor (airline, cruise ship, event organizer) and the involved hospitals to build a patient accountability. EMA will attempt to identify the number of dead, injured and missing.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. INCIDENT COMMAND

1. If there is still an active threat, such as an active shooter, the senior law enforcement officer on scene will be the Incident Commander. If rescue and incident stabilization activities are underway, the senior fire officer will either be the Incident Commander or a member of Unified Command.
2. Once all living casualties have been rescued and transported from the incident scene, incident command will be turned over to a State Agency, such as the State Police or Fire Marshal.
3. All operational activities relating to fatality management, such as recovering human remains, establishing a field morgue, recovering personal effects, conducting autopsies, identifying victims, establishing a family assistance center and returning remains to families are the responsibility of the State Medical Examiner.

B. RESPONSE PHASE RESPONSIBILITIES

1. Incident Commander and Command Staff, as appointed

- a. The IC should immediately alert the RCC that the incident involves mass fatalities.
- b. Ensure coordination between agencies responding to the incident.
- c. Establish an Incident Command System organization with a manageable span of control.
- d. Provide the media a single point of access for information.

2. Emergency Medical Service

- a. Identify whether victims are dead (Triage Black) or alive (Triage Red, Yellow or Green).
- b. Assist with securing bodies and evidence.
- c. Assist with determining the number of dead and injured.

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3. Fire Department(s)

- a. Extinguish fires at the scene.
- b. Prevent evidence contamination as much as possible.
- c. Identify possible contaminants and hazardous materials.

4. Law Enforcement

- a. Notify the Medical Examiner of the mass fatalities.
- b. Ensure evidence preservation.
- c. Assist with incident investigation.
- d. Secure perimeters (including incident location, morgue sites, and family assistance centers).
- e. Assist with acquiring victim list information from Hospitals, ARC, and others.
- f. Ensure that the location and condition of human remains is documented.
- g. Ensure that the names, contact numbers, and addresses of witnesses are recorded.

5. Emergency Management

- a. Provide incident management and communications support.
- b. Request additional resources as needed.
- c. Build a common operating picture of situational information.
- d. Assist with patient accountability.

6. Hospital(s)

- a. Provide temporary storage of human remains, if appropriate.
- b. Account for victims who died during transport or in the emergency department.

7. Funeral Home Director

- a. Provide body transportation and storage at the morgue.

8. County Search and Rescue Team

- a. Perform search and recovery of body parts.

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IV. ADMINISTRATION AND LOGISTICS

- A. The County EOC will assist the State Medical Examiner with locating a facility that can be used as the Family Assistance Center.
- B. The County EMA Director will offer space in the County EOC for state agencies to use for incident management.
- C. The County EOC will assist the Town(s) impacted by the mass fatality with any resources requests.

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ANNEX H: RESOURCE MANAGEMENT

I. PURPOSE

Waldo County must be able to identify and utilize all available resources in order to respond to and recover from an emergency or disaster and to save lives and property. This annex describes the means, organization, and process by which the County will find, obtain, allocate, and distribute resources to satisfy needs that are generated by an emergency or disaster.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. The Waldo County Emergency Operations Center (EOC) will oversee the management of local, county and state resources located in the County during a disaster. During a disaster event, the municipal government will provide emergency responders, public works, and general welfare support to its residents and visitors. All firefighting and rescue resources are located at the municipal level; there are no County fire and rescue assets. Mutual aid agreements between municipalities will be implemented in order to further increase available emergency resources. Waldo County will provide law enforcement support through the County Sheriff's Office and emergency management support through the County Emergency Management Agency (EMA).
2. Flooding will require additional resources such as watercraft, barricades, detour signs, sandbags and sand, pumps, generators and heavy equipment. Since the County does not maintain sufficient numbers of these resources, the County EOC will forward unmet resource needs to the Maine Emergency Management Agency (MEMA). The County EMA does have on hand a small number of empty sandbags.
3. Wildland fires will require additional resources such as wildland firefighters, helicopters, fire pumps, engines and heavy equipment. Since the County does not maintain these resources, the County EOC will forward unmet resource needs to MEMA.
4. Severe winter storms will require additional resources such as generators, fuel, snowplow trucks and heavy equipment. Since the County does not maintain these resources, the County EOC will forward unmet resource needs to MEMA.
5. High wind events will require additional resources such as wood chippers, chain saws, generators, fuel, and heavy equipment. Associated utility failures will also require additional transmission line crews and trucks. Since the County does not maintain these resources, the County EOC will forward unmet resource needs to MEMA.
6. Transportation-related mass casualty incidents will require additional resources such as watercraft, divers, additional ambulances and crews, LifeFlight helicopters, mass casualty supply trailers and heavy equipment. Since the County does not maintain these resources, the County EOC will forward most of the unmet resource needs to MEMA. The Incident Commander at each incident may request LifeFlight directly. Emergency medical services and hospitals will request additional ambulances from neighboring communities and counties through the RCC. The EOC will contact the Maine State Police and Warden Service dive teams to request divers.

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7. Hazardous materials (hazmat) incidents will require additional resources such as hazmat response teams and spill cleanup contractors. The County does maintain and operate a local HazMat Assessment and Rescue Team (HART); however, the County EOC will request follow-on technician-level hazmat response teams through MEMA. The party responsible for the spill will be responsible for hiring a spill cleanup team.

8. Response to terrorist use of weapons of mass destruction will require additional resources such as the FBI, WMD Regional Response Teams, the Maine National Guard Civil Support Team and spill cleanup contractors. The County EOC will request hazmat response teams and the Maine National Guard Civil Support Team from MEMA. The Sheriff's Office will request the FBI through the Maine State Police. The Medical Examiner will be needed, along with specialized Federal medical teams.

9. Disease outbreaks will require additional resources such as personal protective equipment (PPE), testing supplies, public health and medical personnel, laboratories and facilities. Since the County does not maintain these resources, the County EOC will forward unmet resource needs to the State EOC.

10. The following table identifies the types of resources that may be needed depending on the type of hazard event.

Hazards	Personnel/Teams										Facilities			Equipment/Materials															
	Law Enforcement	Firefighting	EMS	Public Works	Haz Mat	Medical	Public Health	Wild Fire	Agriculture	USAR	SAR, Rural	Office Building	Shelter	Warehouse	Blankets	Cots	Food	Fuel	Generators	Heavy Equip	MCI Trailer	Pumps	Radio Comm	Sand bags	Tarps	Traffic Equip	Water, Potable	Wood Chipper	
Building/Structural Collapse	X	X	X	X		X	X			X	X									X	X						X		
Cyber Attack																	X	X	X				X					X	
Epidemic/Pandemic	X		X			X	X										X												
Explosion	X	X	X	X	X	X	X			X										X	X								
Flooding	X	X		X																X		X		X		X	X	X	
HazMat Release (EHS)	X	X	X	X	X	X							X								X								
High Winds (Hurricane)	X	X	X	X		X	X			X			X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	
High Winds (Tornado/Microburst)		X	X						X												X						X	X	X
School Violence	X	X	X			X															X		X						
Severe Winter Weather	X	X		X		X							X	X	X	X	X	X	X	X			X					X	X
Terrorism	X	X	X	X	X	X	X					X								X	X		X						
Transportation Accident (MCI)	X	X	X			X														X	X								
Wildfire, major	X	X	X	X		X				X		X		X	X	X	X	X	X	X		X	X					X	

Table H.1 Resources Needed by Hazard Type

B. ASSUMPTIONS

1. All local fire departments, police departments, medical and emergency medical services, and public works departments may need to sustain themselves for the first 24 to 48 hours of an emergency, depending on the scope and complexity of the incident. Residents must be able to sustain themselves for up to 72 hours. State and Federal support may take two to three days or more to arrive.

2. Local hospitals, nursing homes and schools and the county jail have the personnel and transportation resources to evacuate their special-needs populations. Transportation-related mutual aid agreements are in place to provide additional transportation resources.

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3. Unsolicited donations and unaffiliated volunteers will arrive and will need to be managed. The amount of donations and volunteers will be greatly increased if there is focused and sustained national media coverage.
4. Some parties to mutual aid agreements may not be able to fulfill their commitments if they are heavily affected by the disaster. Contract service agreements may also not be fulfilled if the contractor is heavily affected by the disaster.
5. For many response, there should be adequate time to make resource request through the Statewide Mutual Aid Agreement which has been authorized by the Maine Legislature and is overseen by MEMA.
6. Emergency service agencies will exhaust their own resources, including mutual aid agreements, before requesting resource support from the County EMA.
7. A Resource is defined as personnel, materiel, and services available or potentially available for assignment or allocation to incident operations or coordination, and for which status is maintained. Resources are categorized by kind and type, and may be used in operational support or supervisory capacities at an incident.

III. CONCEPT OF OPERATIONS

A. IDENTIFYING: Resources needed for response and recovery to a disaster will be identified by the Incident Commander(s), Town Emergency Operations Center(s) (EOC), EMA partners (such as school districts, medical facilities, large businesses and non-government organizations), and the County EOC. Requests can be submitted using *D4H Incident Management*, an *EMailMeForm* application linked to the County EMA website, the *State of Maine Request for Assistance* form, the Statewide Mutual Aid Agreement *Maine Emergency Request for Assistance Form*, or sent in by e-mail, fax, phone or radio.

B. EOC ACTIVATION: The Waldo County EMA Director will activate the County EOC in accordance with guidance in the Basic Plan. Depending on the size of the incident, a Resource Manager will be assigned. Depending on the scope of the disaster and available staff, the Resource Manager may assign a Donations Manager, Volunteer Manager, Supply Manager, Warehouse Manager, Storage Area Manager and Distribution Manager. The Resource Manager will identify receiving areas and warehouses as soon as possible.

C. CATEGORIZING: The County EOC and/or Resource Manager shall query the requester with as much descriptive information as possible. The requester may ask for a specific resource, but once questioned as to what the resource is needed, a different resource might prove to be a better fit. Additionally, the EOC staff will request enough information to clarify the exact need (e.g. is it a diesel or propane generator, 1 or 3 phase and 5 or 50 kw). Information will include:

Requesting Agency contact info	Duty Hours for Personnel
Date/Time Request made and needed	Staging Area/Report to Location
Description of Requirement	Lodging Provided? Where?
Resource Required	Feeding Provided? Where?
Detailed Information to include Kind/Type	Requirements for Materials Offloading? Forklift?
Estimated Release Date/Time	Requirements for Transportation?

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D. ORDERING: The County EOC Resource Manager will seek the resources in the following order:

1. County-owned property or team
2. Another town within the County
3. An NGO partner
4. An adjoining county government asset
5. A private sector resource from within the County or an adjoining County
6. State government-owned property or team
7. Statewide Mutual Aid Agreement

E. RESOURCE PRIORITIZATION: Because response resources may be scarce during a disaster, priorities will need to be established. The EOC Manager, with support from the County Commissioners, will prioritize resource requests. Resources will be allocated in the following order:

1. Helping disaster victims in immediate danger of injury or death
2. Helping first responders in immediate danger of injury or death
3. Ensuring the sustained health of disaster victims
4. Protection of water, land, and air quality
5. Protection of public property
6. Protection of private property
7. Recovery activities

F. MOBILIZING:

1. EMRT or CDV. The County EMA Director will request the Emergency Management Response Teams (EMRT) or Civil Defense Volunteers (CDV) by either alerting them according to Annex C. These teams will either report to the EMA office or directly to an incident scene, as directed. Support equipment and materials will be delivered to on scene EMRT personnel by EMA staff or the volunteers will break out the team equipment and materials once they arrive at EMA.

2. PUBLIC SAFETY ASSETS: All fire department, law enforcement and emergency medical service resources will be dispatched through the Regional Communications Center (RCC).

3. NON-WALDO COUNTY ASSETS: The requester and the provider of a requested resource will need to determine the mobilization and delivery process between them. The County EOC will not take on the responsibility of mobilization and delivery of non-County government resources to non-County government requesters.

G. TRACKING:

1. The Resource Manager or Supply Manager will log and track all resource requests which will be classified as "Pending", "Enroute", "Assigned", or "Returned". The current location and status, the requester and provider and dates and times should be recorded.

2. Any resources requested or funded at the County level will be ordered by the Resource or Supply Manager. This information will be tracked on an EOC whiteboard, in a spreadsheet or in *D4H Incident Management (IM)*.

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3. The Resource Manager, Warehouse Manager or Storage Area Manager will inventory and store all supplies and equipment in secure and weather-resistant facilities or in trailers on paved surfaces. Warehouses and forklifts will be leased for the duration of the incident if needed. A current inventory will be located in the EOC.

4. For the purpose of tracking resources, resources will be categorized as follows:

Category	Examples
Personnel	Any individual emergency responder, response team or affiliated EMA volunteer along with their vehicles and equipment - IMAT, RACES, SAR, firefighters, EMTs, law enforcement officers, hazmat team members, etc
Volunteers	Unaffiliated and spontaneous individuals who wish to volunteer their time and services
Facilities	Warehouse, office buildings, meeting spaces, etc.
Equipment	Vehicles, watercraft, pumps, generators, construction equipment, snowplows, Fire apparatus, aircraft, chainsaws, barricades, signage, etc.
Supplies	Expendable items - food, water, blankets, ice, sandbags, fuel

5. It should be noted whether the resource being tracked is government-owned, leased, lent, or donated.

6. As much information on the capability of the resource should be identified. This will include the certification levels of responders, professional qualifications of volunteers, the facility space provided and does it have utilities, and the specifics of a piece of equipment. An example would be a 25 kilowatt, trailer-mounted, diesel-fueled, 3-phase electric generator.

H. RECOVERY AND DEMOBILIZATION:

1. The Resource Manager will work to ensure that facility and equipment resources no longer needed by the requestors are returned to the suppliers in the best condition possible.

2. Time sheets should be collected on all personnel and unaffiliated volunteers. This will be needed for reimbursements and for possible soft-match allocations to federal disaster aid.

3. Good contact information needs to be kept throughout the disaster response on any resources loaned out to municipalities and partner agencies. If accountability and a chain of custody is not maintained, the County may be required to pay for the asset.

I. REIMBURSEMENTS:

1. All timesheets, contracts, invoices and other expenditure records must be provided to the County Finance Officer.

2. Possible reimbursements may come from the Federal Government, State government, those criminally responsible for the incident, insurance companies and hazmat spillers.

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IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. ORGANIZATION

Position	Filled by	Supervised by	Location
EOC Manager	County EMA Director	County Commissioners	County EOC
Finance Officer	County Finance Officer	County Commissioners	County EOC
Resource Manager	County staff	EOC Director	County EOC
Donations Manager	Volunteer	Resource Manager	County EOC
Volunteer Manager	Volunteer	Resource Manager	County EOC
Supply Manager	Volunteer	Resource Manager	County EOC
Warehouse Manager	Volunteer	Supply Manager	Warehouse
Storage Area Manager	Volunteer	Supply Manager	Supply Area
Distribution Manager	Volunteer	Supply Manager	Warehouse
Drivers	Volunteer	Distribution Manager	Warehouse

B. ASSIGNMENT OF RESPONSIBILITIES

The positions described in the previous section will carry out the following responsibilities during an emergency.

- **EOC Manager:** Assigns a Resource Manager or completes the resource management tasks; develops a resource priority schedule.
- **Finance Officer:** Oversees the financial aspects of meeting resource requests, including record-keeping and budgeting.
- **Resource Manager:** Identifies and coordinates requirements, orders and manages resources, coordinates the transport of the resources, and accepts and manages donations and volunteers (or delegates these tasks to the Donations Manager and Volunteer Coordinator if available). Monitors resource shortages and advises on need for action. Identifies facilities that may be used to store resources and donations.
- **Donations Manager:** Tracks the inventory of donated goods and determines what entity can use them. Works with the Supply Manager on the inventory, storage and delivery of donated goods.
- **Volunteer Manager:** Tracks the number, status, location and capabilities of unaffiliated volunteers and personnel from VOAD. Determines what entity can use the volunteers. Coordinates with the State-operated Volunteer Reception Center to track the volunteers. Coordinates transportation for the volunteers.
- **Supply Manager:** Manages, tracks and completes the requests for all government-provided or contracted vehicles, equipment, supplies, materials and services.

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- **Warehouse Manager:** Inventories and stores all materials and items in secure and weather-resistant facilities. There should be a warehouse manager at each warehouse location.
- **Storage Area Manager:** Inventories and stores all materials and items in a secure paved parking area. There should be a storage area manager at each storage location.
- **Distribution Manager:** Coordinates the delivery of resources from the warehouse to requestors. Is responsible for and communicates with the cargo trucks and drivers. Each warehouse that is established will have a Distribution Manager.
- **Drivers:** Those tasked with driving filled cargo trucks from the County warehouse(s) or storage area(s) to the Supply Drops.

V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. The County EOC Resource Manager will request, approve and track the status of all resource requests. All phone calls, e-mails, faxes, radio calls and mailings of resource information will be logged. Resource status information will be tracked on a Resource whiteboard, on a spreadsheet or in *D4H IM*.

2. An up-to-date disaster resources database is maintained by the Waldo County EMA on the county computer network at W:\5 - Resource Mmgt\Waldo Resource Database.xls.

B. LOGISTICS

1. Agricultural and Natural Resources: The County of Waldo does not have any authorities or responsibilities regarding agricultural or natural resources. However, should a municipal EOC or a local farmer have a disaster-related resource need, the following agencies may be contacted.

- Waldo County Soil and Water Conservation District
- UMaine Cooperative Extension – Waldo
- Maine Organic Farmers and Gardeners Association
- Maine Department of Agriculture, Conservation and Forestry
- USDA Farm Service Bureau
- USDA Animal and Plant Inspection Service

2. Federal Support: There are many possible resource needs that the County will not be able to fulfill, and the State either does not have or is severely limited. These may be fulfilled by the Federal Government. Most of these resources will be requested through the State EOC. Some examples include:

- Fuel (gasoline, diesel, propane)
- Very Large Generators
- Fixed Wing Aircraft, especially SAR aircraft and cargo aircraft
- Rotary Aircraft, especially those with lift capability

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- Aerial reconnaissance and imagery
- Urban Search and Rescue
- Marine Oil Spill and Cleanup
- Terrorist Attack investigation
- Aircraft Crash Investigation and recovery
- Mass Fatality Management
- Security

Note: Local U.S. Coast Guard resources will be requested directly through Sector Northern New England. Information may be reported directly to the Federal Aviation Administration (FAA) and the National Traffic Safety Board (NTSB).

VI. AUTHORITIES AND REFERENCES

A. SPECIAL DEPUTIES. Per State Statute 30-A ss 382 Special Deputies may be appointed from the citizenry in times of war, if the governor declares a state of emergency or if the MEMA Director states that a disaster is imminent.

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ANNEX H1: DISASTER LOGISTICS

I. PURPOSE

The Waldo County EOC must be prepared to receive, inventory, transport and distribute disaster materials and supplies to our residents through the local communities.

II. SITUATION AND ASSUMPTIONS

A. The County EMA is not in the daily businesses of supply logistics. The County does not maintain staff, warehouses, freight trucks, or material handling equipment. This annex will identify a process to accomplish an emergency ad hoc logistics capability.

B. The County of Waldo is very rural, averaging 50 people per square mile. Moving supplies around nearly 800 square miles of land area will be time consuming.

C. Most residents should have at least a week's worth of supplies on hand, with many having far more. It may take at least a week to get a functioning county disaster logistics system up and running.

D. The first level of support with supplies will come from local businesses, the municipal governments and local community service organizations.

E. Supplies of drinking water can be taken care of in each town, as long as fuel supplies for generators can be maintained.

F. Ice will not likely be requested or processed in large quantities. If the disaster is in the winter months, it would not be needed. If the disaster in the summer months, due to the sparse population and the wide areas involved, the delivery of ice is not practical. It would likely be melted before it gets to its final destination.

F. The most important supply items are medicine, fuel (gasoline, diesel and propane) and food.

III. CONCEPT OF OPERATIONS

A. DISTRIBUTION PROCESS

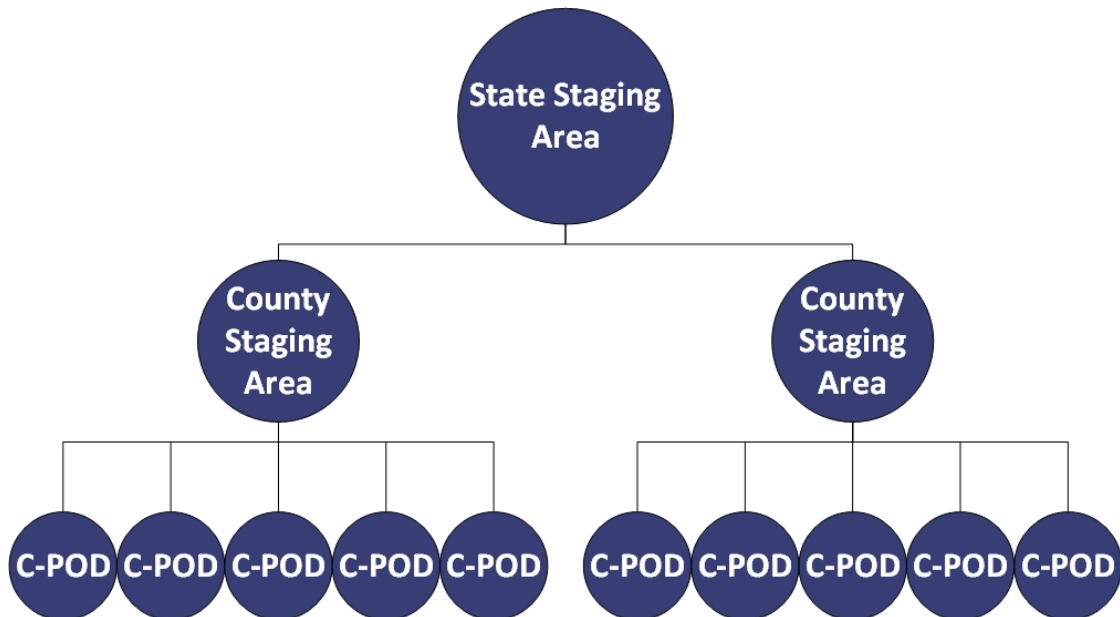
1. The Resource Manager or Distribution Manager will coordinate transportation of the resources from the supplier to the requestor. They will ensure that high-priority resources are dispatched as soon as possible and that incident commanders and site checkpoint staff are notified of incoming resources. Cargo trucks will be rented for the duration of the incident if needed. An account will be established at the nearest functioning gas station in order to refuel the trucks.

2. A system of Staging Areas and Commodity Points of Distribution (C-POD) may be established if the Federal government is providing large quantities of supplies, such as food and water. In Waldo County, Staging Areas will either be a County-operated warehouse or large paved area. Each municipality will have at least one C-POD location where the County-managed supplies will be delivered. The municipal EOCs will determine how the supplies will be distributed to their residents. They may have residents

Waldo County Emergency Operations Plan

pick up the supplies at that location, they may locate caches of supplies at various locations or they may deliver the supplies to residents; especially to elderly shut-ins.

3. Should FEMA deploy large quantities of supplies into Maine, the State EOC will establish State Staging Area(s), through which all FEMA supplies will be processed for accountability. Designated state staging areas include the Bangor International Airport, Sanford Regional Airport and the Augusta State Airport. Trucks carrying supplies will be directed from the state staging areas to the counties requesting supplies. Donations to the State from private donors will be stored at a Multi-Agency Warehouse. Within Waldo County, both FEMA-provided and donations will be taken to the County Staging Area which has been established.



4. Waldo County warehouses and storage areas managers will account for all supplies, offload the supplies from delivery trucks, break the supplies down into smaller packages, store the supplies and eventually ship the supplies out to municipal or critical facility commodity points of distribution (C-POD). Whenever possible, a warehouse will be used (as opposed to an outside storage area).

5. County Staging Area locations (warehouses and storage areas):

- County EMA Pole Barn (1,000 sf)
- County EMA Garage (1,000 sf)
- County Garden Barns (14,000 sf)
- Belfast Municipal Airport Hangers
- Belfast Municipal Airport – Paved Surfaces
- Bank of America facility parking area (Belfast)

6. Each County Staging Area will be staffed by a storage area or warehouse manager, forklift operator and two to four laborers, and will have the following equipment: forklift, dumpster, traffic cones, rope, package tape, strapping cutter, flashlights, gloves, safety vests and a radio or cell phone. Volunteer organizations that could be asked to staff the County Staging Area are listed next.

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- Waldo County Search and Rescue
- Maine Militia
- Veterans Organizations (American Legion, AmVets or Veterans of Foreign Wars)
- Maine VOAD
- Scouts BSA, 4-H and other Teen groups

7. Commodity Planning Factors. The following is a list of planning factors that will assist in ordering the proper quantity of commonly required commodities.

Waldo County residential population: 39,715 (2019 U.S. Census estimate)			
Water Conversion	100 % Need	Food Conversion	100% Needed
1 gallon per person	40,000 gals/day	2 MRE's per person per day	80,000 meals/day
4,750 gallons per truck	9 Trucks	21,744 MRE's per truck load	4 Trucks

8. The County EOC will rent the necessary number of cargo trucks in order to deliver the supplies to the municipal and critical facility supply drops. Potential vehicle rental companies include:

- LineX (UHaul), 79 Waterville Road, Belfast, 338-2697
- Andy's Power Equipment (UHaul), 369 Augusta Road (Route 3), Belmont, 342-2192
- Searsport Automotive (UHaul), 357 West Main Street, Searsport, 338-3425
- Terry Sawyer (UHaul), 416 Cross Road, Swanville, 338-6412
- UHaul Rent a Space (UHaul), 1481 North Main Street, Winterport, 223-5671

9. Local sources of forklifts include the following:

- County Corrections Program – Garden Tractor with forks
- City of Belfast Public Works Department, 338-2375
- Hammond/EBS Building Supplies, Belfast, 338-4080
- Eagle Rental, Waterville, 873-0500
- United Rentals, Bangor, 942-7770
- Kennebec Equipment Rental, Bangor, 947-3381
- NES Rentals, Bangor, 942-5990
- TB Equipment and Rental, Bangor, 262-0014

9. **C-PODs:** Supplies will be delivered in rental vans or pickup trucks to supply drops around the County or the municipality or critical facility can provide their own cargo transportation to come to the County Staging Area to pick up their allocated supplies.

a. **MUNICIPAL:** The municipal EOC will account for, warehouse and distribute the supplies to local residents. The municipal EOC may use local public works or fire department personnel to deliver supplies to homebound residents. Other residents will drive to the municipal C-POD to acquire their supplies. Municipal C-POD locations will include the following.

Waldo County Emergency Operations Plan

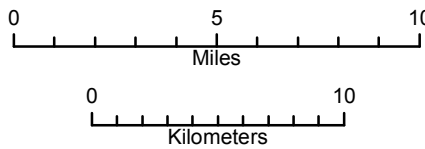
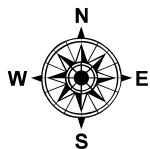
Municipal Commodity Points of Distribution (C-PODs)

Town	Facility	Street address	Phone #
Belfast	Boathouse	34 Commercial Street	338-3370
Belmont	Fire Station	9 Morrill Road	342-5722
Brooks	Fire Station	19 Purple Heart Highway	722-3254
Burnham	Fire Station #2	247 South Horseback Road	948-2369
Frankfort	Congregational Church	42 Main Road South	223-5546
Freedom	Fire Station	75 Pleasant Street	382-6177
Islesboro	Public Safety Building	150 Main Road	734-2253
Jackson	Fire Station	731 Moosehead Trail	722-3439
Knox	Town Office	10 Abbott Road	568-3907
Liberty	Town Office	7 Water Street	589-4318
Lincolnton	Lincolnton Central School	523 Hope Road	763-3555
Monroe	Fire Station	11 Back Brooks Road	525-3515
Montville	Fire Station	63 S. Mountain Valley Highway	342-5544
Morrill	Fire Station	52 Weymouth Road	342-3300
Northport	Town Office	16 Beech Hill Road	338-3819
Palermo	Fire Station	33 North Palermo Road	993-2296
Prospect	Community Center	959 Bangor Road	567-3661
Searsmont	Masonic Hall	14 New England Road	342-5411
Searsport	Public Safety Building	3 Union Street	548-6372
Stockton Springs	Stockton Springs Elementary School	113 Church Street	567-3404
Swanville	Town Office	6 Townhouse Road	338-5834
Thorndike	Congregational Church	91 Gordon Hill Road	568-3653
Troy	Fire Station	731 Bangor Road	948-2283
Unity	Community Center	32 School Street	948-3763
Waldo	Town Office	54 Gurney Hill Road	342-5400
Winterport	Victoria Grant Community Center	40 Park Drive	223-5055

Disaster Logistics, Waldo County, Maine



Author: R. E. Hoey, 16 Sep 2020.
 Point data from Waldo Co EMA.
 Other data from the Maine Office of GIS.
 NAD83, USNG 19T.



Legend

- ▲ CPOD
- Staging Areas

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b. CRITICAL FACILITIES C-PODs: There are several critical medical facilities that have significant supply requirements for a number of functional needs residents. Supplies will be delivered in rental vans or pickup trucks to several large retirement homes, if the supplies are needed. The facility director will account for, warehouse and distribute the supplies to the facility's residents/patients.

Town	Facility	Street address	Phone #
Belfast	Harbor Hill	2 Footbridge Road	338-5307
Belfast	Tall Pines	34 Martin Lane	930-7031
Searsport	Bayview Manor	40 West Main Street	548-2415
Belfast	Waldo County General Hospital	118 Northport Avenue	338-2500

F. FACILITY RESOURCES: A number of temporary emergency facilities may need to be established.

1. The facilities are listed below.

Facility	Potential site	Town	Note
Evacuation shelters	Troy Howard Middle School	Belfast	Surveyed and agreed
	Islesboro Central School	Islesboro	Surveyed and agreed
	Lincolntown Central School	Lincolntown	Surveyed and agreed
	Searsmont Community Center	Searsmont	Surveyed and agreed
	Searsport Middle School	Searsport	Surveyed and agreed
	Mount View School Complex	Thorndike	Surveyed and agreed
Pet shelters	Troy Howard Middle School	Belfast	Surveyed and agreed
	Mount View School Complex	Thorndike	Surveyed and agreed
SNS point of dispensing	Location info is FOUO ¹	Belfast	Surveyed and agreed
Alternate care center	Lion's Club	Belfast	No agreement
Family Assistance Center	Comfort Inn	Belfast	No agreement
	Univ. of Maine Hutchinson Center	Belfast	Surveyed and agreed
	Unity College	Unity	No agreement
Helibase	Belfast Airport	Belfast	Already used as such
	Islesboro Airport	Islesboro	Already used as such
	Winterport Dragway	Winterport	No agreement
Disaster Recovery Center	Univ. of Maine Hutchinson Center	Belfast	Surveyed and agreed
FBI joint operations center	Point Lookout Resort	Northport	Surveyed and agreed
	Univ. of Maine Hutchinson Center	Belfast	Surveyed and agreed
	Belfast Armory	Belfast	No agreement
VOAD Lodging	Comfort Inn	Belfast	No agreement
	Grange Halls	Various	Surveyed and agreed
	Point Lookout Resort	Northport	Surveyed and agreed
	Snowmobile Clubs	Various	No agreement
	VFW or American Legion Hall	Various	No agreement
Volunteer Reception Center	Taratine Club	Belfast	No agreement
	Local Church	Various	No agreement

¹ Strategic National Stockpile (Location is For Official Use Only).

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2. Portable Facility: Should there be a need for a portable facility, the County EOC will contact Maine Trailer for portable office trailers. Contact information is:

- 1701 Hammond Street, Bangor, ME 04401
- Bus. 1-800-244-5718
- Fax. 848-2287

Cost for an 8'x 20' office trailer is \$150/month. Stairs are \$25. \$165 to deliver each way.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. ORGANIZATION

The County EOC will be staffed with the following positions (as available people and need dictates)

Position	Filled by	Supervised by	Location
EOC Manager	County EMA Director	County Commissioners	County EOC
Finance Officer	County Finance Officer	County Commissioners	County EOC
Resource Manager	County staff	EOC Director	County EOC
Donations Manager	Volunteer	Resource Manager	County EOC
Volunteer Manager	Volunteer	Resource Manager	County EOC
Supply Manager	Volunteer	Resource Manager	County EOC
Warehouse Manager	Volunteer	Supply Manager	Warehouse
Storage Area Manager	Volunteer	Supply Manager	Supply Area
Distribution Manager	Volunteer	Supply Manager	Warehouse
Drivers	Volunteer	Distribution Manager	Warehouse

B. ASSIGNMENT OF RESPONSIBILITIES

The positions described in the previous section will carry out the following responsibilities during an emergency.

- **EOC Manager:** Ensures that a Disaster Logistics capability is established and staffed.
- **Resource Manager:** Oversees the management of the County Disaster Logistics function.
- **Donations Manager:** Inventories and provides delivery of donated goods to the County Staging Area. Works with the Supply Manager on the inventory, storage and delivery of donated goods.
- **Volunteer Manager:** Provides volunteers to staff the Disaster Logistics process.
- **Supply Manager:** Manages, tracks and completes the requests for all government-provided or contracted supplies and materials.
- **Warehouse Manager:** Inventories and stores all materials and items in secure and weather-resistant facilities. There should be a warehouse manager at each warehouse location.

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- **Storage Area Manager:** Inventories and stores all materials and items in a secure paved parking area. There should be a storage area manager at each storage location.
- **Distribution Manager:** Coordinates the delivery of resources from the warehouse to requestors. Is responsible for and communicates with the cargo trucks and drivers. Each warehouse that is established will have a Distribution Manager.
- **Drivers:** Those tasked with driving filled cargo trucks from the County warehouse(s) or storage area(s) to the Supply Drops.

V. ADMINISTRATION AND LOGISTICS

A. The County EOC will track all supplies and materials from the time it is received at the County staging area or warehouse, until it is handed over to a municipal or critical facility C-POD. The following information will be tracked.

1. Tracking what supplies came from who and how much
2. Tracking the current inventory
3. Tracking what is being delivered to whom in what quantities

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ANNEX H2: EMERGENCY FUEL DISTRIBUTION

I. PURPOSE

The Emergency Fuel Distribution Annex provides a framework for providing emergency fuel supplies to high priority facilities and recovery resources following a major long term power outage resulting from a disaster. This effort will be a Private-Public partnership involving local government, State government, fuel suppliers and fuel distributors/transporters in order to best coordinate who gets fuel (gasoline, diesel and propane), in what quantities and by what methods.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. Waldo is a rural county with approximately 40,000 people spread out over nearly 800 square miles. Because the private fuel suppliers and fuel distributors/transporters are regional resources, this plan will be a “sister” plan to very similar plans in Penobscot and Hancock Counties.
2. Gasoline and diesel is brought into the area by ship to the Searsport Mack Point Terminal, by barge to the Bangor Terminal, by the Buckeye Partners pipeline and by railcar. Delivery of fuel to end-users in the county is dependent upon electrical power for pumping, metering, and dispensing, a fleet of bulk fuel transportation vehicles, and a functioning surface transportation system.
3. Over 60% of the 31 retail gasoline/diesel fuel stations in Waldo County do not have emergency power. Those fuel stations that do have emergency power, could run out of supplies very quickly.
4. 80-90% of the propane is shipped into Maine by rail to Androscoggin County and trucked from there.

B. ASSUMPTIONS

1. The greatest impact to emergency fuel supply is a regional, long-term loss of commercial electrical power. This annex will assume that the most, if not all of Maine, will be without commercial power.
2. Another impact could result from a major tropical storm. Most of the area fuel terminals are located within the flood zone of a major tropical storm. There could be damages that would need to be repaired in order to restart distribution.
3. The Governor will declare a State of Emergency. Certain emergency powers may be used to help manage the emergency.
4. The Federal Government will most likely concentrate its recovery efforts on the major urban areas outside of the State of Maine and will not be a major resource during implementation of this plan.
5. Catastrophic incidents will require the mobilization and coordination of multiple government, NGO and private sector resources to provide emergency fueling services.
6. Participating agencies/organizations will develop internal procedures and train personnel to perform the duties and responsibilities described in this plan.

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7. Delivery of fuel supplies may be hindered by debris blocking roads and access to sites, lack of signage and other external factors.

8. Electrical power and related communications outages will limit the ability to pump fuel from underground tanks.

III. CONCEPT OF OPERATIONS

A. PRE-EMERGENCY COORDINATION

1. A Penobscot Region Emergency Fuel Supply Board will be established to build a network between the fuel suppliers/transporters and local emergency management in order to:

- Understand the hazards and their impacts on the supply of fuel during an emergency
- Develop plans, procedures and agreements to continue to supply fuel during an emergency
- Develop a prioritized list of receivers of allocated fuel supplies

2. Board Membership includes:

- Waldo County EMA Director
- Penobscot County EMA Director
- Hancock County EMA Director
- Irving Oil Terminal, Searsport Representative
- Sprague Energy, Mack Point Representative
- RH Foster Representative
- Dead River Representative
- Maritime Energy Representative
- H.O. Bouchard Representative
- Dysarts' Representative
- Maine Energy Representative

3. Encourage all fuel suppliers, distributors, transporters and retail facilities to install emergency power generators, if they do not have them already in place.

B. PLAN ACTIVATION

1. This plan will be activated whenever an emergency event causes a severe disruption in the regional fuel supply. Any one of the three County EOC or all three County EOCs may activate this plan.

2. The County EMA Director(s) of an impacted County may make a request for a declaration of a state emergency through the State EOC to the Governor.

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C. EMERGENCY ACTIONS

1. File a request for the Governor to declare a State of Emergency. The following emergency powers will requested (it is assumed these powers will be granted):

- Suspend or limit the sale, dispensing or transportation of combustibles
- Establish temporary state and local energy boards and agencies
- Establish and implement programs, controls, standards, priorities and quotas for the allocation, conservation and consumption of energy resources
- Regulate the use of gasoline and diesel-powered land vehicles, watercraft and aircraft

2. If it is apparent that the emergency and fuel shortage will last for more than 5 days, direct entities with fuel supplies to secure their fuel stock from further sales to the public or general use.

3. Alert the public that all fuel supply sales have been temporarily suspended.

4. Convene the Penobscot Region Emergency Fuel Supply Board, with the powers of the local energy board approved under the State of Emergency. This may be accomplished by a conference call.

5. Establish Emergency Fuel Points of Distribution Point (FPODs) locations.

6. Utilize all fuel storage in the area for reallocation to Priority Fuel Receivers.

7. Provide fuel to those locations and resources approved by the Fuel Supply Board. Coordinate and implement a system to fuel and maintain generators providing power to critical facilities and those providing essential services.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. The Waldo County Board of County Commissioners will provide policy-level guidance during fuel shortage situations.

2. The Waldo County Emergency Operations Center (CEOC) will be the coordination center for the efforts within Waldo County to receive and distribute emergency fuel supplies. All requests for fuel from facilities and entities will be directed to the CEOC. The CEOC will assess the requests and provide recommendations to the Fuel Supply Board.

3. Each Town will activate its own town EOC (TEOC) to coordinate its participation in the Fuel Emergency coordination efforts.

4. The Penobscot Region Emergency Fuel Supply Board, the local energy board approved under the State of Emergency, shall:

- Review the List of Priority Fuel Receivers and assign priorities depending on the current situation. The Board shall approve fuel supply quantities per day for each Receiver.
- Approve Emergency Fuel Distribution Point (EFDP) locations.

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- Approve incident processes for the delivery of fuel to the EFDPs.
- Establish a process for tracking who receives given quantities of fuel in order to ensure accurate reimbursement occurs.
- Coordinate all available public and private resources to maintain fuel supply delivery.

B. SITUATIONAL AWARENESS

1. The County EOC will track the following information:

- Emergency Fuel Receivers, their fuel requests, priority and status
- Available Fuel Stock
- Locations of Fuel Points of Distribution and their status
- Road Closures
- Security Requirements
- Contact information for Receivers, Suppliers and Transporters

2. Fuel supply needs will be tracked in *D4H IM*, if available. If *D4H IM* is not available (internet is down), then fuel supply needs will be tracked using hardcopy status boards.

C. COMMUNICATIONS

1. Fuel Supply Board members and Municipal and County EOCs shall use *D4H IM*, while available. Should the internet not be available, then orders and status updates may be faxed or radioed.

2. If phones should become inoperable, Fuel Supply Board will communicate by radio, using the Harris Mountain repeater.

D. PUBLIC INFORMATION

1. The County EOC, in coordination with the Penobscot County EOC, Hancock County EOC and State EOC, will provide joint statements to the general public regarding the fuel supply emergency. These statements will include:

- A full and accurate description of the crisis and its impacts.
- The emergency authorities that have been implemented.
- The government-directed actions that are being implemented.
- What actions the public should take.
- Any information regarding what fuel might be available to the public.
- Where and how to seek emergency assistance.

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V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. The County EMA completes the following activities before an event. These activities will be updated by the County EOC during an event.

- List of Priority Fuel Receivers
- List of Fuel Supply Locations (including quantities of given fuel types)
- Locations of Emergency Fuel Distribution Point (EFDP) locations.

2. Priority Fuel Receivers

a. Emergency response organizations, the power and communications utilities, water and sewer departments, public transportation and fuel transporters will require gasoline and diesel to operate their vehicle fleets. Public Safety, medical and long term health care, water supply, sewer utility, retail gas stations, and emergency sheltering facilities will require gasoline, diesel and propane to operate emergency backup power generators.

b. The Fuel Supply Board will need to prioritize who receives what fuel type in what quantities depending on the disaster specifics, what resources are most needed; and who is actually prepared to receive fuel supply. This list will need major updates during the disaster.

c. Some of the Priority Fuel Receiver locations will require delivery trucks to fill onsite storage tanks, while others PFR facility managers are able to use portable fuel cans of gasoline to maintain generators.

3. Fuel Storage Locations – Suppliers

This includes the primary stock of fuel within the County. These suppliers should be prepared to provide their own emergency backup power sources.

Entity	Town	Fuel Type On Hand	Storage Capacity (gals)
Consumers Fuel	Belfast	Propane	24,500
Maritime Energy	Montville	Propane	24,500
Maine Energy	Northport	Propane	24,500
Irving Oil	Searsport	Propane	19,000
Irving Oil	Searsport	Gasoline	6,377,000
Irving Oil	Searsport	Diesel	9,098,000
Sprague Energy	Searsport	Diesel	650,735
Waldo County Oil & Propane	Troy	Propane	25,000
Downeast Energy	Waldo	Diesel	21,000
Downeast Energy	Waldo	Propane	24,500

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4. Fuel Storage Locations – Private. These are locations that have fuel supplies that may be able to be repurposed for the disaster.

Entity	Town	Fuel Type On Hand	Storage Capacity (gals)
Bank of America	Belfast	Diesel	24,000
RSU #71 Gus Garage	Belfast	Gasoline	3,000
Aethna Health	Belfast	Diesel	10,000
RSU #71 Bus Garage	Belfast	Diesel	10,000
Belfast Public Landing	Belfast	Gasoline	2,500
Belfast Public Landing	Belfast	Diesel	1,500
DOT Knox Station	Knox	Diesel	10,000
DOT Montville Station	Montville	Diesel	4,000
DOT Northport Station	Northport	Diesel	6,000
Robbins Lumber	Searsmont	Diesel	9,400
Robbins Lumber	Searsmont	Gasoline	5,000
DOT Searsport	Searsport	Diesel	6,000
RSU #3 Bus Garage	Thorndike	Diesel	10,000
Hawk Ridge	Unity Plantation	Diesel	18,000

5. Fuel Storage Locations – Retail Gas Stations. Some of these gas stations have emergency backup power. Those that do not may be able to coordinate with the local fire department to use a portable generator to energize the circuits that power the fuel pumps.

Entity	Town	Fuel Type On Hand	Storage Capacity (gals)
Irving	Belfast	Gasoline	29,000
Irving	Belfast	Diesel	8,000
Maritime Farms	Belfast	Gasoline	6,000
Belfast Variety – High St	Belfast	Gasoline	6,000
Belfast Variety – Back Belm	Belfast	Gasoline	8,000
Belfast Variety – Back Belm	Belfast	Diesel	5,000
Big Apple	Belfast	Gasoline	20,000
Circle K	Belfast	Gasoline	20,000
Circle K	Belfast	Diesel	10,000
Quik Stop	Belfast	Gasoline	12,000
B& M Market	Belmont	Gasoline	12,000
B& M Market	Belmont	Diesel	4,000
Maritime Farms	Belmont	Gasoline	14,000

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Maritime Farms	Belmont	Diesel	8,000
JP Wentworth	Brooks	Gasoline	16,000
JP Wentworth	Brooks	Diesel	4,000
Patterson's General Store	Burnham	Gasoline	4,000
Patterson's General Store	Burnham	Diesel	2,000
Anderson's General Store	Frankfort	Gasoline	10,000
Freedom General Store	Freedom	Diesel	16,000
Freedom General Store	Freedom	Gasoline	12,000
Island Market	Islesboro	Gasoline	2,000
Hilltop Store	Knox	Gasoline	15,000
Hilltop Store	Knox	Diesel	4,000
Circle K	Liberty	Gasoline	16,000
Circle K	Liberty	Diesel	6,000
Drake Corner Store	Lincolntonville	Gasoline	16,000
Drake Corner Store	Lincolntonville	Diesel	4,000
Morrill Country Store	Morrill	Gasoline	6,000
Morrill Country Store	Morrill	Diesel	2,000
Wentworth Grocery	Northport	Gasoline	
Wentworth Grocery	Northport	Diesel	
Maritime Farms	Searsport	Gasoline	26,000
Maritime Farms	Searsport	Diesel	22,000
Steamboat Market	Searsport	Gasoline	15,000
Steamboat Market	Searsport	Diesel	1,000
Perry's Market	Searsport	Gasoline	12,000
Swan Lake Gas	Swanville	Gasoline	17,000
Swan Lake Gas	Swanville	Diesel	3,000
Troy General Store	Troy	Gasoline	16,000
Troy General Store	Troy	Diesel	12,000
Depot Store	Unity	Gasoline	16,000
Depot Store	Unity	Diesel	12,000
Weaver's Roadside	Waldo	Gasoline	15,000
Deb's Variety	Winterport	Gasoline	12,000
Deb's Variety	Winterport	Diesel	6,000
On the Run	Winterport	Gasoline	15,000

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6. Fuel Distribution Assets. These are the transportation assets that may be used to transport emergency supplies of fuel to Priority Fuel Receivers and Retail Gas Stations. They are to be prioritized to receive fuel also, in order to operate the vehicle fleets. Depending on the crisis, there may be a need to have mobile security to travel with the vehicles to ensure delivery. Security may be provided by law enforcement, National Guard, volunteer emergency management security or contracted security.

7. Emergency Fuel Points of Distribution Points (E-FPODs). An Emergency Fuel Distribution Point is a temporary gas station for fleet vehicles, such as Police/Fire/EMS vehicles, CMP utility trucks, telephone company trucks, National Guard vehicles, and emergency public transportation. An E-FPOD will usually consist of a small fuel delivery truck that can be parked and offloaded directly into vehicle tanks. It could consist of a fuel bladder and small portable pump with generator. Depending on the crisis, security personnel may need to be located at the EFDP to secure the site. Security may be provided by law enforcement, National Guard, volunteer emergency management security or contracted security.

B. LOGISTICS

1. The private sector members of the Emergency Fuel Supply Board should complete the following activities before an event. These activities will be updated by the Board during an event.

- Create a tracking system for reimbursement. Oversee the reimbursement process.
- Manage the dispatching and delivery of fuels.
- Create an update an inventory of fuel stock, facility power generation assets, fuel transportation assets and emergency fuel distribution points (small delivery trucks).

VI. AUTHORITIES AND REFERENCES

A. AUTHORITIES

1. MRSA Title 37-B, Chapter 13

B. REFERENCES

1. 2012 State of Maine Energy Assurance and Emergency Management Plan

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ANNEX H3: MUTUAL AID SYSTEM

I. PURPOSE

A. During the response and recovery phase on an emergency or disaster, it is vital that emergency personnel have the resources they need to save lives, protect property and the environment and stabilize hazards. However, no one has all the resources they need to perform this mission. As such, it is necessary to share resource. Pre-incident agreements iron out the details before an incident occurs, shortening the time to request and deploy resource dramatically.

B. Mutual aid agreements establish the terms under which assistance is provided between two or more jurisdictions within a state and between states, and can be with and between private sector entities, NGOs, and other whole community partners.

II. SITUATION AND ASSUMPTIONS

A. AGREEMENTS. Pre-incident written arrangements between and among entities that provide a mechanism to share resources and obtain assistance.

B. There are several levels of mutual aid agreements in Waldo County. Many municipal fire departments have their own automatic and call agreements. The County Sheriffs have agreements with one another. The County EMA has facilitated County-wide fire department and EMS mutual aid agreements. There are State EMA coordinated mutual aid agreements, such as with the American Red Cross, which the counties can call upon. There is also a Statewide Mutual Aid Agreement that has been codified in State Statute, whereby every political sub-division of the State is included in the agreement. The County EMA also has many agreements.

C. Some agreements may not be fulfilled during an emergency because the resource provider may be impacted by the emergency not able to provide the planned resource.

III. CONCEPT OF OPERATIONS

A. PRE-INCIDENT

1. The County EMA Director completes a Resource Gap Analysis based on the results of the Hazard Identification, Risk Assessment and Consequence Assessment.

2. The Resource Gap Analysis will identify what resources are shortages and what method of acquisition may be necessary. In some cases, certain resources, especially equipment, facilities and personnel, may be acquired through mutual aid and support agreements.

3. The County EMA staff will contact potential resource owners to offer the establishment of written agreements. Signatures from all involved parties are acquired on written agreements to finalize their approval.

4. Issues of authority, communications, liability, insurance, workers compensation, reimbursement, activation, termination and expiration are all worked out ahead of time.

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B. POST-INCIDENT

1. When a resource is needed, that an agreement exists for, the EOC Manager or Resource Manager will contact the appropriate resource provider, that an agreement has been signed with, and request activation of the resource.
2. The EOC Manager or Resource Manager will confirm that the resource is available and, if it is personnel or equipment, will be deployed. Incident specifics on mobilization, deployment, use and demobilization will be worked out.
3. If the resource is a facility, the EOC Manager or Resource Manager will send a representative to meet with the facility owner to perform a pre-use inspection and to work out access issues.
4. The use of the resources must be in alignment with the terms of the agreement.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The positions described in the previous section will carry out the following responsibilities during an emergency.

- **EOC Manager:** Assigns a Resource Manager or completes the mutual aid resource management tasks.
- **Finance Officer:** Oversees the financial aspects of mutual aid resource reimbursement, including record-keeping and budgeting.
- **Resource Manager:** Identifies mutual aid or support agreements that may be used to acquire necessary resources. Coordinates support requirements, orders and manages the mutual aid or support resources, and coordinates the transport of the resources.
- **Volunteer Manager:** Tracks the number, status, location and capabilities of mutual aid or support agreement personnel. Coordinates transportation for the personnel, as needed.
- **Supply Manager:** Manages and tracks the mutual aid or support agreement-provided vehicles, equipment, supplies, materials and services.

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V. ADMINISTRATION AND LOGISTICS

A. County EMA Mutual Aid Agreements: The following are agreements that are currently in place. These agreements should be referenced, when needed, for specific information on points of contact, details on support provided, and any legal issues.

Resource provider	Type of resource support
Waldo County General Hospital	Liaison to County EOC
Waldo Community Action Partners	Liaison to County EOC
All county fire departments	Links all county fire departments
All county emergency medical services	Links all county EMS for mass casualty response
RSU 3, 20 and 71	Facilities, Bus transportation
County Search and Rescue Team	Search and rescue services
Belfast Soup Kitchen	Food Catering for Shelters
UMaine Cooperative Extension	Facility for Alternate EOC
WCAP Midcoast Connector	Public Transportation assets
University of Maine Hutchinson Center	Hosting of Disaster Recovery Center
Maine Organic Farmers & Gardeners Assoc	Facility for Agricultural Purposes
Waldo County Technical Center	Facility Space
Central Maine Power	Information link to electric company
Unitel Telephone	Information link to phone company
Versant Power	Information link to electric company
Maritime Energy	Fuel Station use and Propane Supply
City of Belfast	Apron space at Municipal Airport
Town of Searsmont	Community Center space for Emergency Shelter

B. Potential Mutual Aid Agreements not yet signed

Resource provider	Type of resource support
U.S. Farm Service Agency	Information link to local farming entities
Waldo County Soil and Water Conservation	Information link to local farming entities
Veteran Groups	Volunteers and Facilities
Waldo County YMCA	Space for Emergency Shelter/Warming Center
Mid-Coast Mental Health Center	Liaison to County EOC
Belfast Public Works	Forklift for offloading supplies from trucks

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C. Other Cooperating Entities

1. MEWARN. The Belfast, Searsport and Winterport Water Districts are all members of the Maine Water/Wastewater Agency Response Network (MEWARN). MEWARN is a statewide Water and Wastewater Agency Response Network (WARN) of utilities helping utilities to prepare for the next natural or man-made emergency, organize response according to established guidelines and share personnel and equipment statewide. The County EOC will reach out to local water/waste water utilities to assist with logistical support.

2. State-Wide MAA. The purpose of the State-wide Mutual Aid Agreement is to provide local first responders with easy access to large quantities of resources or specialties that may be needed in a major fire, disaster or other major emergency or event. It is a practical approach to provide emergency service resources in quantities or specialties beyond the means of any single department.

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D. State of Maine Memorandum of Understanding. The Maine State government maintains a number of agreements for acquiring additional resources during a disaster. These include the following.

Resource provider	Type of resource support
Hannaford	Bottled water
Nestle/Poland Spring	Bottled water
Pine State Trading Company	Bottled water
Good Shepard Food Bank	Warehousing – food donations
Maine Grocers Association	Merchant contacts
Bob Barker Company, Inc.	Blankets
USPFO for Maine	Cots, blankets, and pillows
ProPac, Inc.	Cots
Byer	Cots
Maine Army National Guard	Cots and blankets
Associated General Contractors	Commercial, specialty, sub-contractor, and special commodities
Maine Merchants Association	Retail merchant contacts
LL Bean	Retail
Maine Motor Transport Association	Transportation providers
Black Bear Medical	Consumable medical supplies and durable medical equipment
New England Medical Equipment Dealers	Consumable medical supplies and durable medical equipment
NEPW Logistics	Warehousing – general
Grainger	Tarps
Party Plus	Tents
Granville Rental	Tents
Central Maine Septic	Portable toilets
Civil Air Patrol	Air operations
American Red Cross	Mass Care operations
Salvation Army	Mass Care operations
211 Maine	Disaster Assistance
National Animal Rescue & Sheltering Coalition	Mass Care (Pets)
Adventist Community Services	Logistics
NEPW Logistics, Inc.	Warehousing

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VI. AUTHORITIES AND REFERENCES

A. Title 37-B Chapter 13, §784. MUTUAL AID ARRANGEMENTS

The director of each local organization for emergency management shall, in collaboration with other public and private agencies within the State, develop or cause to be developed mutual aid arrangements for reciprocal emergency management aid and assistance in case of a disaster too great to be dealt with unassisted. These arrangements must be consistent with the state emergency management program, and in time of emergency each local organization for emergency management shall render assistance in accordance with the mutual aid arrangements. For this purpose, political subdivisions are authorized when geographical locations make mutual aid arrangements desirable to enter into mutual aid arrangements subject to the approval of the director.

B. Title 37-B Chapter 13, §784-B. MAINE FIRST RESPONDERS STATE-WIDE MUTUAL AID AGREEMENT

All political subdivisions within the State are covered by the Maine First Responders State-wide Mutual Aid Agreement, dated November 2008, as drafted by the agency and referred to in this section as "the agreement," except that a political subdivision may withdraw from the agreement by enacting a local ordinance that withdraws from the agreement.

A local first responder agency may provide emergency management, fire, law enforcement, emergency medical, public works and other emergency services as necessary upon the request of any political subdivision within the State in accordance with the agreement. Additional preexisting contracts or agreements with the jurisdiction requesting the services are not required.

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ANNEX H4: DONATIONS MANAGEMENT

I. PURPOSE

During the recovery phase on a major emergency or disaster, the public may make offers of donated goods, services and money. Some of these donations may be useful to alleviating the suffering of those impacted by the disaster. This annex will describe how donations will be handled.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. Should the County be impacted by a disaster event, there will be residents in need of basic items such as food, repairs to their home and property, clothing, household goods and money. There will be people who wish to donate to help out those in need.
2. The County will not accept cash donations. Instead, the County will recommend the donor donate cash to organizations such as the American Red Cross, Salvation Army, the United Way, local food pantries or the Maine Disaster Relief Fund.
3. The County will not accept donated pharmaceuticals, but will coordinate with the County Hospital to see if they will accept the pharmaceuticals.
4. The County will not accept clothes and household goods. The County will suggest donating these items to the Goodwill Store in Belfast, the Salvation Army Store in Bangor, or another charity of their choice.
5. The County will encourage the donations of food to be given to established local food pantries, Good Shepard Food Bank or directly to municipalities, if the municipalities can deal with it. If the food is shelf stable with an extended expiration date and well packaged, the County EOC may consider storing and distributing it. The County will accept donations of bottled water from recognized vendors, such as Poland Spring.
6. The County will accept gifts of service from local businesses and residents. The County will accept donations in the form of equipment and materials that the County would use to perform its emergency activities (such as free use of a forklift or supplies need by emergency crews).

B. ASSUMPTIONS

1. Unsolicited donations may arrive and will need to be managed. The amount of donations and volunteers will be greatly increased if there is focused and sustained national media coverage.
2. There will be political pressure to accept donations whether the items can be used or not. The County Commissioners will make the final decision whether to accept or not.
3. All donations of personnel services by the general public will be discussed in Annex H5: Volunteers. Services donated by contractors and other businesses will discussed in the Annex.

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III. CONCEPT OF OPERATIONS

A. COUNTY EOC:

1. Unsolicited donations will be managed by the Resource Manager or a Donations Manager. The Donations Manager will work with the other EOC staff members, the Town EOCs, local charities and the County Hospital to determine who can use donations. The EOC will consider donations on a case-by-case basis.
2. The EOC will coordinate with Maine VOAD and the County COAD to determine if any community organizations wish to accept and manage donated materials and money.
3. The EOC resource management staff will manage and track the quantity, type, location and status of all equipment, supply and service donations to the County.
4. The Supply Manager shall determine where to store all donated equipment and materials until the resources are delivered or utilized.
5. The Resource Manager shall assign donated equipment, supplies and services to County emergency work crews.

B. MAINE DONATIONS COORDINATION TEAM (DCT)

1. The Maine Donations Coordination Team is assembled at the State EOC for the purpose of coordinating the disbursement of cash donations to those in need. The DCT is co-chaired by the MEMA Individual Assistance Office and a member from the Maine Commission for Community Service (MCCS). DCT membership is composed of representatives from Maine VOAD, 2-1-1 Maine, Inc., and the United Way.
2. If an American Red Cross (ARC) liaison has been assigned to the County EOC, the liaison will maintain communications with the DCT while assisting in the coordination of donations.
3. The EOC Resource Manager, or staff, will submit donation requests, on behalf of county residents and local charities, with the Maine DCT for financial consideration. The Maine DCT has not developed a specific process of forms, so the County EOC will submit a printout from the D4H Incident Management Citizen's Reports or in text within an e-mail.

C. VOLUNTEERMAINE

1. VolunteerMaine.org hosts a cash donation processing platform whereby donations are processed through PayPal. Electronic cash donations through VolunteerMaine to the Maine DRF are held by United Way – Kennebec Valley in a designated bank account.
2. When requested by the State EOC, 2-1-1 Maine, Inc. will support the State's donations management plan by entering cash donations into VolunteerMaine.org's system on behalf of callers unable to access the internet.

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D. TRANSPORTATION OF DONATIONS

1. In most cases, should local businesses, community organizations or individuals offer donated supplies or the use of equipment, they will deliver the items to where they are needed. If this is not possible, then the disaster logistics process described in Annex H1 shall be utilized.
2. Supply donations provided through the State's Multi-Agency Warehouse, shall be organized by the State EOC. The Waldo County EOC will not deploy personnel to the State's Multi-Agency Warehouse.

E. PUBLIC MESSAGING

1. The County EOC Manager will coordinate with the State EOC Joint Information Center (JIC) to promote where cash donations can be sent. The County EOC Public Warning Manager will utilize social media, local newspapers, relevant websites and any other means to communicate to the public concerning processes and procedures for donating goods, services, and cash.
2. The State and County encourage the general public to make cash donations to the Maine DRF and voluntary, faith-based and community organizations that are providing services to disaster survivors.
3. The State and County discourage donors from sending in-kind donations to the disaster area unless the items are specifically requested by a community organization active in the disaster.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

These EOC positions will carry out the following responsibilities during an emergency.

- **EOC Manager:** Assigns a Resource Manager or completes the donations management tasks.
- **Finance Officer:** Oversees financial donations, including record-keeping and budgeting.
- **Resource Manager:** Identifies what resource requirements the donations may fulfill. Coordinates support requirements, orders and manages the donated resources, and coordinates the transport of the donated resources.
- **Donations Manager:** Tracks the inventory of donated goods and determines what entity can use them. Works with the Supply Manager on the inventory, storage and delivery of donated goods.
- **Supply Manager:** Manages and tracks the donated equipment, supplies and materials.
- **Public Warning Manager:** Create and distribute public messaging to encourage people to donate money instead of stuff. The Manager will promote the Maine Disaster Relief Fund

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V. ADMINISTRATION AND LOGISTICS:

1. All donations will be tracked in D4H Incident Management.
2. In the event of a Presidential Declaration costs to handle donations may be documented and submitted to MEMA for consideration of disaster related reimbursement.

VI. AUTHORITIES AND REFERENCES

Title 37-B, Chapter 13, §825. ACCEPTANCE OF AID: Whenever the Federal Government or any of its agencies or officers or any person, firm or corporation offers to the State or to any of its political subdivisions services, equipment, supplies, materials or funds by way of gift, grant or loan, for purposes of emergency management, the State, acting through the Governor, or the political subdivision, acting through its executive officer or governing body, may accept that offer. Upon acceptance, the Governor of the State or the executive officer or governing body of the political subdivision may authorize any officer of the State or of the political subdivision, as the case may be, to receive those services, equipment, supplies, materials or funds on behalf of the State or the political subdivision subject to the terms of the offer and the rules and regulations, if any, of the agency making the offer.

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ANNEX H5: VOLUNTEER MANAGEMENT

I. PURPOSE

In the lead-up and follow-on to a major emergency or disaster the County emergency management program (CEMP) will be highly dependent on volunteers for preparedness, protection, prevention, response and recovery activities. This annex will describe how volunteers are utilized in the emergency management program.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. **EMA Volunteers.** Volunteers who have registered with the County Emergency Management Agency to assist with emergency preparedness, response and recovery. There are two basic types of EMA volunteers.

a. **Emergency Management Response Team (EMRT)** members. EMRT members are registered with the County and State EMA program as “emergency responders.” They include personnel in search and rescue, hazardous materials response, amateur radio communications and incident management.

b. **Civil Defense Volunteers (CDV).** Civil defense volunteers register with the County EMA program and come from the general public and from local community organizations, such as faith-based, fraternity, charitable, commerce and community service organizations. These volunteers are not “emergency responders” and will typically work in disaster recovery roles.

2. **Affiliated Volunteers.** Volunteers who are attached to a recognized voluntary or nonprofit organization and are trained for specific disaster response activities. Their relationship with the organization precedes the immediate disaster, and they are invited by that organization to become involved in a particular aspect of emergency management. These volunteers will come from national or state Volunteer Organizations Active in Disaster (VOAD) or local Community Organizations.

a. The Maine VOAD is a collection of non-profit organizations that volunteer their services in time of disasters. The member organizations select a board of directors and a chairperson from among themselves in order to organize the activities of the member organizations.

3. **Unaffiliated Volunteers.** Individuals who offer to help or self-deploy to assist in emergency situations without fully coordinating their activities with emergency management at the local level. They are considered “unaffiliated” in that they are acting independently, as individuals, outside of the recognized coordination system of the impacted jurisdiction(s). These volunteers may “sign up” with EMA following the occurrence of a local disaster. Once signed up, they can become permanent or temporary members of a COAD organization, an EMRT or a CDV unit.

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B. ASSUMPTIONS

1. Not all EMA and Affiliated Volunteers will be available during a major emergency or disaster. Some will be out of the area and others will, themselves, be impacted by the disaster situation.
2. All volunteers who are registered with the County Emergency Management Program will be covered for worker's compensation and general liability by the State of Maine.
3. There will be some unaffiliated individuals who will want to help during the disaster. Many may not have any idea about where to go to affiliate.

III. CONCEPT OF OPERATIONS

A. EMA VOLUNTEERS

1. EMA Volunteers have completed an application to join the County Emergency Management Agency as a volunteer worker. The EMA office records the qualifications, training, and personal information with hardcopy folders and/or D4H Readiness©. These volunteers regularly participate in EMA-sponsored training courses and exercises. They also help to inspect and maintain the equipment that will be assigned to them once they are activated.
2. The EMRT volunteers are also tracked by the State EMA program and can be mobilized and deployed around the state.
3. The EMA office maintains communications methods of alerting and notifying the EMRT volunteers at a moment's notice. These methods are further described in Annex C.
4. The EMRT and CDV members are organized into teams with Team Chiefs to coordinate their activities when they are active. The Team Chief will be responsible for accountability of all members are all times when activated and shall provide a periodic report to the EOC Manager or Resource Manager. Current status of all teams will be tracked in D4H Incident Management ©.
5. Equipment and supplies are in ready status at the County EMA office for all the EMRTs. The EMRT members train regularly with and inspect the equipment and supplies.
6. EMRTs are provided radio communications equipment that will allow them to communicate among the tea members and with the County EOC. Periodic status and accountability checks will be completed between the EMRTs and the EOC during an activation.

B. AFFILIATED VOLUNTEERS

1. The Maine VOAD has signed an agreement with the State EMA to provide volunteer services during an emergency. Individual community organizations associated with the Waldo County COAD all sign a support agreement between their local organization and the County EMA.
2. All volunteers from VOAD and COAD are covered for worker's compensation and general liability by their own organization.

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3. The County EOC will reach out to a pre-identified point of contact (POC) from each community organization or to the Maine VOAD POC. National level VOADs will work through the State VOAD or the State EOC.
4. The County EOC will not direct individual members of a VOAD or community organization, but will assign tasks, provide assistance and coordinate with the POC from VOAD or community organization.
5. The County EOC will track the progress of mission assigned tasks in D4H Incident Management ©.
6. If available, the County EOC will provide portable radio equipment to the leaders of each deployed VOAD/Community organization mission so that communications may be maintained between the mission leaders and the County EOC.

C. UNAFFILIATED VOLUNTEERS

1. The EOC Manager or Public Warning Manager will publicize, to the greatest extent possible, whether unaffiliated volunteers are sought from the public, or not. If unaffiliated volunteers are needed, the location of a Volunteer Reception Center (VRC) or the internet address of the online MaineReady management tool will be published.
2. Those unaffiliated volunteers whose credentials or back ground cannot be verified, or whose skills are not needed, will not be accepted.
3. Unaffiliated volunteers who are accepted and registered with the County EM program, will be assigned to mission task. As much as possible, they will be assigned to backfill and support an existing EMRT, CDV, community organization or VOAD team and sent to a municipal EOC for assignment. Once registered with the EM program, they are also covered for worker's compensation and general liability by the State of Maine.

4. Volunteer Reception Center (VRC)

- a. A Volunteer Reception Center (VRC) is an operation in which unaffiliated disaster volunteers are registered and referred to local communities or the County EM program to assist with relief efforts.
- b. The State or County may establish a VRC. If the County requires support from the State to staff and operate a VRC, they will request support from the County EOC American Red Cross liaison, if assigned, or directly to the State EOC. The VRC staff will interview, register and provide necessary safety training. VRC tasks include:
 - Complete a registration form and sign a general release of liability statement
 - Accept an assignment to a community or an organization needing their services. (Includes a job description and address/contact information for the community or organization)
 - Receive an assignment form approved by local officials
 - Participate in a safety briefing
 - Agree in writing to follow all safety instructions and directions from supervisors at their work sites.

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c. The County EOC will identify a local facility that may be used as a VRC. Coordination will need to be accomplished with the facility owner. The facility should be located as near to the County EOC as practical, should not be in a hazard zone and should have plenty of parking. The VRC staff will operate the VRC and be in communications with the County EOC. Lists of volunteers and their qualifications will be provide by the VRC to the County EOC. The County EOC Resource Manager will link volunteers and unfilled disaster assignments and relay the information back to the VRC.

d. All processing of volunteers at the VRC will be accomplished in MaineReady, if internet connections are available. MaineReady is an online tool which is operated by the Maine Commission for Community Service (MCCS).

e. The County EOC Volunteer Manager will input or update volunteer opportunities in MaineReady. The VRC staff will assign appropriate volunteers to the opportunities. Safety training for assigned volunteers will be accomplished at the VRC. Volunteers must have their own transportation, lodging, meals and safety equipment in order to be accepted.

f. For some disaster events, the VRC may be “virtual”.

g. If the internet is not available, an amateur radio operator will be assigned to the VRC to transmit volunteer opportunities and assignments between the VRC and the EOC. The preferred method of transmission of data will be by FLdigi. Appropriate amateur radio equipment will be assigned to the VRC radio operator.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

These EOC positions will carry out the following responsibilities during an emergency.

- **EOC Manager:** Assign a Resource Manager or complete the volunteer management tasks.
- **Resource Manager:** Assign a Volunteer Manager or complete the volunteer management tasks.
- **Volunteer Manager:** Work with the County EOC staff and the Town EOCs to identify volunteer opportunities. Provide volunteer opportunities to the VRC by inputting data into MaineReady. Coordinate volunteer support requirements. Track the assignment, location and status of volunteers. Verify that all VRC-assigned volunteers have received safety training and are credentialed, as needed.
- **Public Warning Manager:** Create and distribute public messaging to encourage unaffiliated volunteers to register at the County VRC. Publicize what volunteer opportunities are needed most.

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V. ADMINISTRATION AND LOGISTICS:

A. ADMINISTRATION. There are several forms that will be used to assign and track the status of Unaffiliated Volunteers. These include:

1. Request for Volunteers Form – The EOC will contact the VRC to provide volunteer opportunities using the MaineReady online tool or by transmitting the data by amateur radio on a FLdigi form.

2. Safety Briefing – The safety briefing shall provide safety information pertinent to the current disaster, to protect volunteers from avoidable injuries and illnesses resulting from their participation in the relief effort. Each volunteer shall sign a statement that they have received, understand and will follow the safety guidelines provided to them.

3. Release of Liability Form. Use this form to ensure and document that the person signing it understands that there are risks associated with the activity for which the Release is being used. As with any Release of Liability, it is not intended to prevent legal action from being taken. It does serve as evidence that we have informed the signer of possible risks and that he/she accepted responsibility for adverse events resulting from their participation.

4. Work Hours Tracking. In accordance with FEMA Disaster Assistance Policy (DAP 9525.2), the County and Towns that use volunteers to complete work which is eligible for FEMA reimbursement, should use a form to track activities, locations, days and times that volunteers worked.

B. LOGISTICS

1. Locations for volunteer activities include the VRC for Unaffiliated Volunteers and lodging for Affiliated Volunteers who do not live in the area. The following facilities could be used for this purpose.

Facility	Potential site	Town
VOAD Lodging	Comfort Inn	Belfast
	Point Lookout Resort	Northport
	Snowmobile Clubs	Various
	VFW or American Legion Hall	Various
Volunteer Reception Center	Taratine Club	Belfast
	Lion's Club	Various

VI. AUTHORITIES AND REFERENCES

A. AUTHORITIES

1. 37-B MRSA Chapter 13, §703. 2.B. EMERGENCY MANAGEMENT FORCES. *"Emergency management forces" means persons engaged in performing emergency management activities, including, but not limited to, persons called out by the Governor pursuant to an emergency proclamation under section 742 or persons called out pursuant to section 784-A.*

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2. 37-B MRSA Chapter 13, §784-A. RIGHT TO CALL FOR AND EMPLOY ASSISTANCE. *“The Maine Emergency Management Agency and local organizations for emergency management may employ any person considered necessary to assist with emergency management activities. All persons called and employed for assistance shall proceed as directed by the Maine Emergency Management Agency or the local organization. Any person called and employed for assistance either within the State or in another state under chapter 16 or in a Canadian province under chapter 16-A is deemed to be an employee of the State for purposes of immunity from liability pursuant to sections 822, 926 and 940 and for purposes of workers' compensation insurance pursuant to sections 823, 928 and 942, except for persons excluded from the definition of employee pursuant to Title 39-A, section 102, subsection 11. A person holding a professional license in the State may be designated a member of the emergency management forces in that professional capacity only after the individual or the license issuer provides confirmation of a valid license.”*

3. 37-B MRSA Chapter 13, §784-B. MAINE FIRST RESPONDERS STATE-WIDE MUTUAL AID AGREEMENT. *“All political subdivisions within the State are covered by the Maine First Responders State-wide Mutual Aid Agreement, dated November 2008, as drafted by the agency and referred to in this section as "the agreement," except that a political subdivision may withdraw from the agreement by enacting a local ordinance that withdraws from the agreement. A local first responder agency may provide emergency management, fire, law enforcement, emergency medical, public works and other emergency services as necessary upon the request of any political subdivision within the State in accordance with the agreement. Additional preexisting contracts or agreements with the jurisdiction requesting the services are not required.”*

4. 37-B MRSA Chapter 13, §822. IMMUNITY. *“Neither the State nor any of its agencies or political subdivisions nor a person called out pursuant to section 784-A, including a voluntary and uncompensated grantor of a permit for the use of the grantor's premises as an emergency management shelter, may, while engaged in any emergency management activities and while complying with or attempting to comply with this chapter or any rule adopted pursuant to this chapter, be liable for the death of or injury to any person, or damage to property, as a result of those activities. This section does not affect the right of any person to receive benefits to which that person would otherwise be entitled under this chapter, under the Maine Workers' Compensation Act of 1992, under any pension law or under any act of Congress.”*

5. 37-B MRSA Chapter 13, §823. COMPENSATION FOR INJURIES RECEIVED IN LINE OF DUTY. *“All members of the emergency management forces are deemed to be employees of the State while on, preparing for or training for emergency management duty. They have all the rights given to state employees under the former Maine Workers' Compensation Act or the Maine Workers' Compensation Act of 1992. All claims must be filed, prosecuted and determined in accordance with the procedure set forth in the Maine Workers' Compensation Act of 1992.”*

B. REFERENCE

1. Waldo County Emergency Management Agency Volunteer Positions Guide, January 2018

Waldo County Emergency Operations Plan

ANNEX H6: EMERGENCY SERVICES

I. PURPOSE

All disasters are local. The first and last resources on scene at an emergency event will be local emergency services personnel. This annex will explain what emergency service capabilities exist and how they will likely be utilized.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. All fire departments in the County are either municipal departments or incorporated volunteer associations affiliated with a municipal government. All firefighters are unpaid or paid-call volunteers. There are no departments that have firefighters on shift. All are radio-paged when needed. There are around 300 volunteer firefighters in the County.

2. All ambulance services in the County are either municipal departments or incorporated volunteer associations. Not every town has an ambulance service located within its boundaries, but every town is covered by a municipal or regional ambulance service. All emergency medical technicians (EMTs) are licensed by the State. Nearly all EMTs are paid on a part-time hourly basis. Belfast, Searsport and Stockton Springs have EMTs assigned to shifts. All EMTs are radio-paged when needed. There are around 100 EMTs in the County.

3. All law enforcement agencies are staffed with career law enforcement officers, trained and certified by the Maine State Police Academy. Most towns within the County do not have a police department, but are covered by the Sheriff's Office or Maine State Police in a rotating call share program. Police Departments exist in Belfast, Islesboro, Searsport and Stockton Springs. There are about 35 law enforcement officers in the County.

4. The number of firefighters and EMTs greatly outnumber of number of "seats" in fire apparatus and ambulances. Most firefighters travel to incident scene's in their personal vehicles.

5. Although the primary means of deploying firefighters and EMTs is with radio-paging initiated by the County Regional Communications Center (RCC), the County uses IamResponding © to send dispatch alerts to emergency personnel as a backup. IamResponding © is an online tool that sends messages to cell phones and which allows emergency personnel to reply whether they are deploying or not.

B. ASSUMPTIONS

1. Typically, about 50% of the volunteer firefighters can make any given emergency call in the evenings. At times, it is difficult to deploy 20-30 firefighters in the entire County during daytime business hours.

2. At times, an ambulance service may already be assigned to a call or may not have any EMTs available, when a call comes in. The RCC will dispatch another ambulance service to cover.

Waldo County Emergency Operations Plan

III CONCEPT OF OPERATIONS

A. FIRE PROTECION

1. Reports of incidents requiring the services of a fire department are called in by the public by telephone to the County 911 Public Safety Answering Point (PSAP). The County PSAP is also the County RCC which will then dispatch the appropriate fire department. The RCC uses the International Academies of Emergency Dispatch® (IAED™) Fire Priority Dispatch System to answer calls from the public. The RCC dispatches the fire departments by radio-page using the Spillman © computer aided dispatch (CAD) system. The Spillman CAD downloads incident data to lamResponding © which also sends out an alert to firefighter cellphones. The RCC uses the Spillman Response Plan module to determine what units get dispatched to specific “natures” or incident types in each town.
2. All fire departments in Waldo County are signatory members of the Waldo County Fire Protection Mutual Aid Compact, last updated in 2021. This agreement describes the process of fire mutual aid within the County.
3. All fire departments use radios operating in the VHF high band. Many departments share frequencies during fire calls. The County EMA office provides a number of repeater and simplex channels for the fire departments to use for interoperable radio communications.
4. All fire departments utilize the most basic elements of the National Incident Management System (NIMS) Incident Command System (ICS) to manage local incidents.
5. The fire departments coordinate their status and needs through the County RCC for their day-to-day typical emergency calls. Fire department status and needs during a disaster may be switched to the County EOC when the RCC is overwhelmed. Dispatching of fire resources will always be accomplished by the RCC.

B. EMERGENCY MEDICAL SERVICES (EMS)

1. Reports of incidents requiring the services of an ambulance service are called in by the public by telephone to the County 911 Public Safety Answering Point (PSAP). The County PSAP is also the County RCC which will then dispatch the appropriate ambulance service. The RCC uses the International Academies of Emergency Dispatch® (IAED™) Medical Priority Dispatch System to answer calls from the public. The RCC dispatches the ambulance services by radio-page using the Spillman © computer aided dispatch (CAD) system. The Spillman CAD downloads incident data to lamResponding © which also sends out an alert to EMT cellphones.
2. All ambulance service in Waldo County are signatory members of the Waldo County Emergency Medical Service Mutual Aid Compact, last updated in 2018. This agreement describes the process of EMS mutual aid within the County.
3. All ambulance service use radios operating in the VHF high band.
4. The ambulance services coordinate their status and needs through the County RCC for all emergency calls.

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C. LAW ENFORCEMENT

1. Reports of incidents requiring the services of a law enforcement department are called in by the public by telephone to the County 911 Public Safety Answering Point (PSAP). The County PSAP is also the County RCC which will then dispatch the appropriate law enforcement officer(s). The RCC dispatches the law enforcement officers by radio and passes complaint information using the Spillman © computer aided dispatch (CAD) system.
2. All law enforcement departments use radios operating in the VHF high band. There are two law enforcement radio channels. The first channel (LE-1) is used by the Sheriff's Office, Islesboro PD and Stockton Springs PD. The second channel (LE-2) is used by the Belfast PD and Searsport PD. The Maine State Police operate on a Statewide digital trunked system, but locally-assigned state police officers typically will operate on LE-1 when working within the County.
4. All law enforcement departments utilize the most basic elements of the National Incident Management System (NIMS) Incident Command System (ICS) to manage local incidents.
5. The law enforcement departments coordinate their status and needs through the County RCC for all their calls.

D. SEARCH AND RESCUE

1. There are no urban search and rescue (SAR) capabilities within Waldo County. The City of Portland, which is a 2-hour drive away, has a local USAR capability and could be requested through the Maine Statewide Mutual Aid Agreement. The closest FEMA USAR is located in Massachusetts, approximately five hours away. This team would be requested through the MEMA Duty Officer. Local fire departments would perform what rescue they could for victims that are not trapped by heavy sections of rubble. No firefighters in Waldo County are formally trained in structural collapse search and rescue.
2. Rural/Woodland Search and Rescue is performed by the Waldo County Search and Rescue (WCSAR) Team. The Team can be requested by the Maine Warden Service or the Waldo County EMA. The RCC can dispatch the Team through the Maine Association of Search and Rescue's (MASAR) D4H program or by calling the Team leadership by telephone. The WCSAR are very well trained and experienced in woodland SAR and can call upon the expertise of the Maine Warden Service and other SAR teams affiliated with MASAR to assist.
3. The Searsmont Fire Department maintains training and equipment to perform high angle rescue. The County RCC dispatches the Searsmont FD by radio-page.
4. The Searsport Fire Department has equipment for performing confined space rescue, but equipment inspections and training is not current. The County RCC dispatches the Searsport FD by radio-page.
5. The Brooks and Monroe Fire Departments maintain training and equipment to perform ice rescue. The County RCC dispatches the Brooks and Monroe FDs by radio-page.

Waldo County Emergency Operations Plan

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

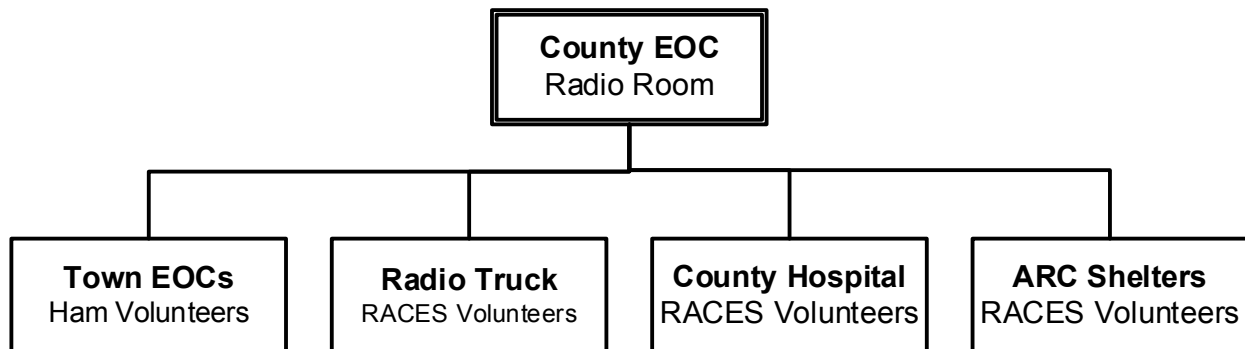
A. MUNICIPAL: All fire and police departments are units of the municipal governments. All ambulance service are either units of the municipal governments or regional non-profits. The County emergency management program is not responsible nor authorized to maintain fire or ambulance services.

B. COUNTY

1. The **Waldo County Sheriff's Office** consists of a Patrol Division and a Corrections Division. The Patrol Division consists of 17 full-time and 4 part-time officers. The Corrections Division consists of 12 full-time and 10 part-time officers. Typically, the Sheriff, Chief Deputy or Lieutenant will staff the Law Enforcement position in the County EOC and direct all County law enforcement response operations. State Statute 30-A section 382 allows the Sheriff to appoint special deputies during states of emergency as listed in State Statute 37-B.

2. The **Waldo County Regional Communications Center (RCC)** consists of 16 full-time dispatchers. During a Level 1 EOC activation, one or more RCC dispatchers will be assigned to the County EOC to dispatch specifically for the incident for which the EOC has been activated. The Dispatcher will work from the GIS/Dispatch Room and will monitor the Law Enforcement, and Fire/EMS radio dispatching channels. They will utilize the County *Spillman* Computer Aided Dispatching (CAD) system. They will also monitor the Maine Harris digital-trunked radio system, which will be the link to all State agencies by radio. Additionally, the RCC and EOC are linked by telephone, intercom, radio and intranet.

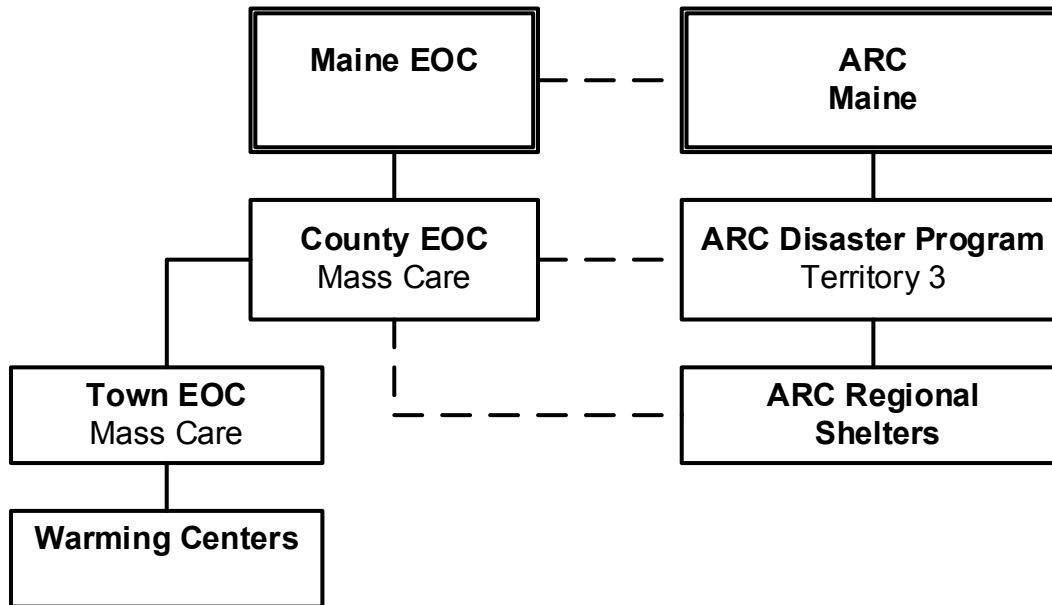
3. The **Waldo County Radio Amateur Civil Emergency Service (RACES)** and **Amateur Radio Emergency Service (ARES)** supplies volunteers to the County EMA for a dedicated communications system. The ham radio operators work out of a radio room located near the Waldo County EOC Operations Room. From this location, they can contact ham radio operators in all other county EOCs and the State EOC. The Waldo County EMA also maintains and operates an amateur radio communications truck. The volunteers have the capability of operating this radio truck from any location in the County and it will typically be dispatched to an incident scene should additional communications be required by an Incident Commander. Many of the volunteers have portable ham radio equipment and may be dispatched to emergency shelters, the Waldo County General Hospital or municipal EOCs. Additionally, the County EMA has established an amateur radio reservist program that enlists local, non-affiliated, FCC-licensed ham radio operators during a disaster to provide radio communications from local town offices, fire stations and mass care/health facilities.



Ham radio coordination during an emergency

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4. The **American Red Cross (ARC) Disaster Services Unit** provides a Government Liaison to the County EOC and trained volunteers to assist with the staffing and equipping of regional emergency shelters. This is detailed in Annex F: Mass Care. The County EOC staff includes a Mass Care Manager. The Red Cross Shelters are managed under the control and supervision of the Red Cross. They report to and are provided assistance from the County EOC. The Community Warming Centers are under the control and supervision of the Town EOCs.



Shelter coordination during an emergency

5. The **Waldo County Shelter Support Package** consists of 160 cots and blankets, and an administrative support package. The cots and blankets are stored in the EMA garage.

6. The **Waldo County Pet Shelter Team** consists of pet shelter management volunteers and a pet shelter response package. The team will prepare and equip a County Pet Emergency Shelter. More information may be found in Annex F and the *Waldo County Domestic Cat and Dog Emergency Sheltering Plan*.

7. The **Waldo County Incident Management Assistance Team (IMAT)** is a Type 4 (county-level) team that can be requested through the County EMA office to augment an Incident Commander's organization. The IMAT provides personnel and resources to fill key ICS support positions. The IMAT has a mobile command vehicle fully equipped with communications gear, references, equipment and supplies.

a. The IMAT does not normally fill the Incident Commander position, but may be called upon to fill any other ICS position. The Incident Commander position will normally be filled by municipal, county, or State emergency responders or agency representatives. For example, a State Police officer, County Sheriff's deputy or municipal police officer may assume the role of Incident Commander during a criminal incident. During a hazardous materials (hazmat) incident, a municipal fire chief may assume command during the response phase, but pass command to a Maine Department of Environmental Protection Hazardous Materials and Oil Spill Team Leader during the long-term recovery phase. The Waldo County IMAT augments the ICS structure.

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b. All General Staff sections (Finance, Planning, Operations and Logistics) and their respective Units may be further expanded depending on the size and complexity of the incident. Many of the IMAT personnel have taken specialized training in unit-level positions such as Situation Unit Leader and Communications Unit Leader. However, filling all unit leader positions will require activation of the Statewide IMAT system and the deployment of other County, State and Federal resources. This will be accomplished by contacting the MEMA Duty Officer and requesting activation of the State Mutual Aid system or by contacting a neighboring team directly and asking for assistance. The Waldo County team can be paged out over the Waldo County RCC radio pager toning system.

V. ADMINISTRATION AND LOGISTICS

Municipality	Law Enforcement	Fire Protection	Ambulance
Belfast/Swanville	Belfast PD	Belfast FD	Belfast Ambulance
Belmont	Waldo County SO	Belmont FD	Belfast Ambulance
Brooks	Waldo County SO	Brooks FD	Brooks Ambulance
Burnham	Waldo County SO	Burnham FD	Unity Ambulance
Frankfort	Waldo County SO	Frankfort/West Frankfort FDs	Winterport Ambulance
Freedom	Waldo County SO	Freedom FD	Delta Ambulance
Islesboro	Islesboro PD	Islesboro FD	Islesboro Ambulance
Jackson	Waldo County SO	Jackson FD	Brooks Ambulance
Knox	Waldo County SO	Freedom, Thorndike, Brooks FD	Delta Ambulance
Liberty	Waldo County SO	Liberty FD	Liberty Rescue
Lincolnton	Waldo County SO	Lincolnton FD	Northeast Ambulance
Monroe	Waldo County SO	Monroe FD	Brooks Ambulance
Montville	Waldo County SO	Montville FD	Liberty Rescue
Morrill	Waldo County SO	Morrill FD	Belfast Ambulance
Northport	Waldo County SO	Northport FD	Belfast Ambulance
Palermo	Waldo County SO	Palermo FD	Delta Ambulance
Prospect	Waldo County SO	Prospect FD	Stockton Ambulance
Searsmont	Waldo County SO	Searsmont FD	Searsmont Rescue
Searsport	Searsport PD	Searsport FD	Searsport Ambulance
Stockton Springs	Stockton Sprgs PD	Stockton Springs FD	Stockton Ambulance
Thorndike	Waldo County SO	Thorndike FD	Unity Ambulance
Troy	Waldo County SO	Troy FD	Unity Ambulance
Unity	Waldo County SO	Unity FD	Unity Ambulance
Waldo	Waldo County SO	Waldo FD	Belfast Ambulance
Winterport	Waldo County SO	Winterport FD	Winterport Ambulance

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ANNEX I: SHORT TERM RECOVERY

I. PURPOSE

Short Term Recovery operations by the Waldo County Emergency Management Program is included in the County Emergency Operations Plan (EOP), instead of the County Long Term Recovery Plan (LTRP). This annex describes the disaster recovery actions that can be completed by the County and municipal governments in the County in the six months following a major emergency or disaster. Should a disaster event cause major property damages which would take more than six months to repair and return to normalcy, the Long Term Recovery Plan will be utilized.

II. SITUATION AND ASSUMPTIONS

A. SITUATION:

1. The large majority of major emergencies and disasters that have happened in Waldo County (and the State of Maine) have been resolved within six months (not including the delays from State and Federal governments on reimbursements).
2. When extensive public infrastructure, property damage, injuries, or loss of life occurs, a damage assessment expedites response and recovery operations and may make towns eligible for FEMA Public Assistance and individuals eligible for Individual Assistance.
3. The primary hazards that will cause property damages will be floods, forest fires, severe summer storm (such as a tropical storm or hurricane), or a severe winter storm (blizzard or ice storm). Historically, most storm damages in Waldo County have resulted in damaged roadways and storm water management systems (culverts, drainage ditches, etc.).

B. ASSUMPTIONS:

1. In a disaster, physical damages will occur.
2. Municipal government officials will actively participate in the Short Term Recovery process.
3. Local and county officials understand the use of MEMA Form 7 for damage assessments.
4. Not all major emergencies and disasters will meet the Stafford Act criteria for a Presidential Declaration. The recovery for these events will be borne by the State of Maine and its subdivisions.
5. Disaster assistance is supplemental and does not supplant insurance or existing capabilities.
6. It is not likely that a short term recovery event will generate enough debris to overwhelm the existing solid waste disposal system, especially if much of the debris is vegetation.

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III. CONCEPT OF OPERATIONS

A. PRE-EVENT

1. Should the nature of the hazard event be such that there is warning and preparedness time available, the County EMA office will analyze what vulnerabilities exist in reference to the characteristics of the approaching hazard event (such as a hurricane).
2. The County EMA office will provide direction to the Town EM directors, vulnerable population sites (schools, hospital, and nursing homes), and other county officials as to actions to take to minimize the worst levels of damage. Direction for the public will also be promoted through existing population warning systems and local media outlets.

B. POST-EVENT

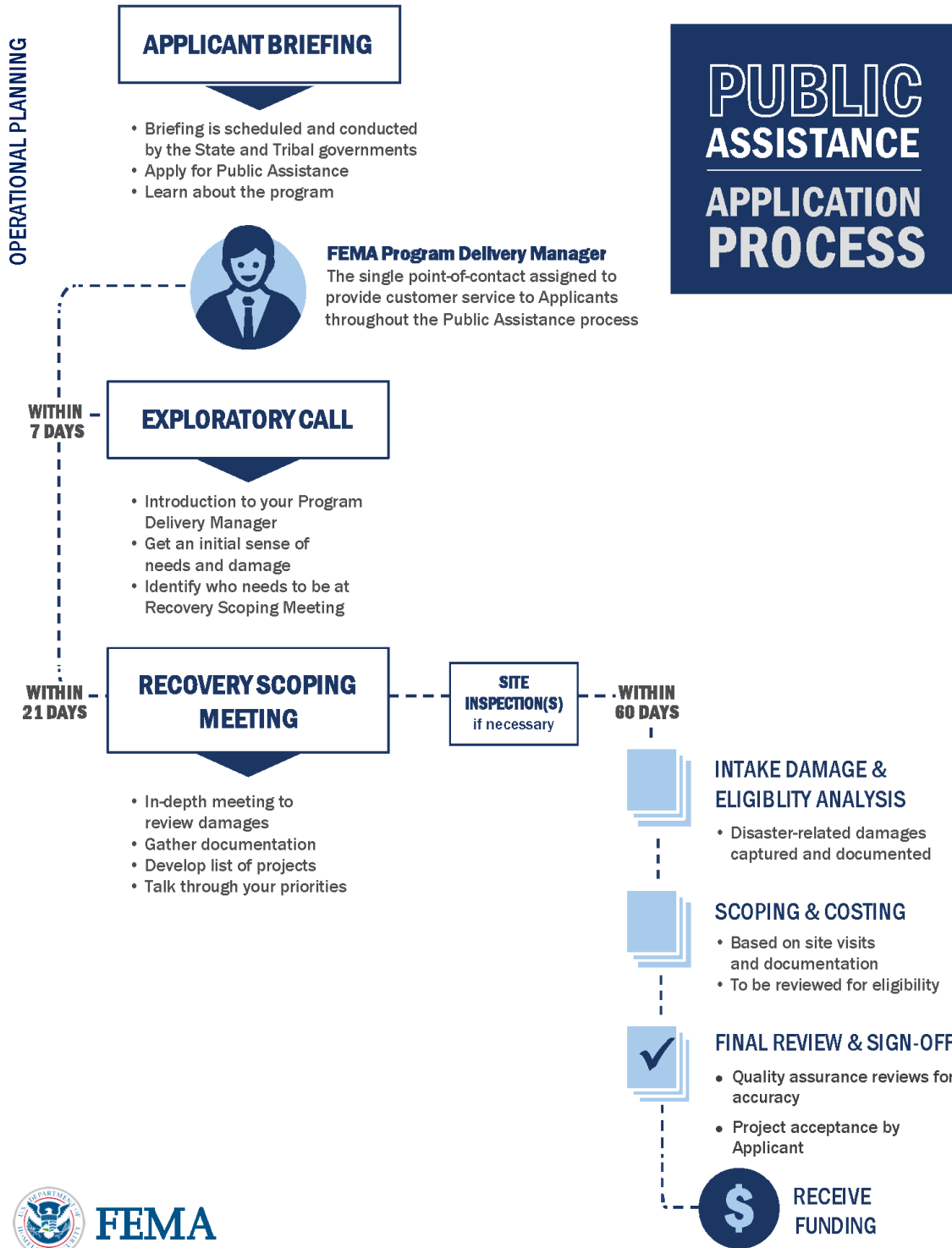
1. The County EOC will request that Town Officials complete damage assessments within their towns and submit that information to the County EOC.
2. Town officials will submit initial damage situation reports to the County EOC by e-mail, D4H Incident Management ©, EmailMeForm ©, telephone, radio or fax. The County EOC will input or update all situation information in D4H Incident Management ©. The County EOC will determine what information should go to the State EOC and input that into WebEOC ©.
3. The town, district and local non-profit officials will follow up initial reports with a MEMA Form 7, *Initial Damage and Injury Assessment*. This is a report of the monetary value of the damages resulting from the disaster event. The County EMA will consolidate the reports and send the information to MEMA.

C. POTENTIAL STAFFORD ACT DECLARATION

1. Should the dollar value of the public damages exceed the Stafford Act Public Assistance (PA) thresholds, the Maine Governor will most likely declare a State of Emergency and request a Stafford Act Public Assistance (PA) declaration.
2. A FEMA Preliminary Damage Assessment (PDA) will follow. The County EMA will assist with coordination between FEMA officials and those towns and districts reporting damages.
3. Should a Stafford Act Public Assistance declaration be approved, Waldo County EMA will host a PA Applicant Briefing with FEMA and MEMA officials and PA applicant representatives. Applicants will log into their FEMA Grants Portal accounts and submit a Request for Public Assistance (RPA).
4. FEMA officials will meet directly with PA Applicants. Should the County government have significant, non-insured damages or emergency action costs, the EMA Director shall be the Primary Contact for the County RPA submission.
5. The EMA Director shall follow the current FEMA PA guidance and directions. Due to the ever changing guidance from the Federal government regarding public assistance, no further description will be included in this plan.

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6. Reference should be made to the County Long Term Recovery Plan for recovery efforts that take more the 6 months to complete.



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D. SHORT TERM RECOVERY AND NO STAFFORD ACT DECLARATION

1. The County EOC may transition to a Level 2, which will consist of EMA fulltime and part time staff. Staff may be reassigned from normal tasks and responsibilities to recovery duties.
2. The primary responsibility will be to coordinate efforts with towns that experienced damages. No funding will come from the County, although, funding could come from the State Disaster Recovery Fund (should it actually have funds). The County will provide its D4H Incident Management © online tool for use by the Towns; will provide technical assistance to the Towns; and will help to provide guidance to the public.
3. Town officials will be responsible for repairing all local roads and bridges; working with their insurance carriers for all building and vehicles damages; and clearing and disposing of all debris. Utility and school district officials will be responsible for making any property and utility repairs and administering any insurance claims. County officials will work with their insurance carriers for all county government-owned building and vehicles damages.
4. All snow/ice removal and debris clearance is the responsibility of the municipal and State governments. The County government is only responsible for the disposal of debris resulting from damages to their own buildings. The Maine Department of Environmental (DEP) sets forth and regulates the disposal of trash and debris.
5. The County EOC will coordinate the establishment of local or regional emergency shelters to provide temporary lodging for those needing shelter. The American Red Cross (ARC) will manage large regional shelters as needed at the Troy Howard Middle School, Mt View School Complex or the Lincolnville Center School. The County EOC may support a community overnight shelter at the Searsmont Community Center.
6. The County EOC will support the County General Hospital with emergency communications and with coordinating resources.
7. The County government has no legal authority or statutory responsibility for land use planning or building codes and will not be involved with zoning, codes or land use planning.
8. The County EOC will coordinate with Central Maine Power (CMP) and Versant Power for power restoration priorities, resources and activities. More can be found in Annex J1.
9. Telephone (landline and cellular) restoration is coordinated at the State level (Maine Public Utilities Commission) and not by the County EOCs.
10. Water and wastewater utilities will coordinate their recovery activities through the municipalities they serve and with their respective state agencies (Maine DEP, Maine Drinking Water Program, etc). The County EOC will coordinate resource requirement with these utilities, if appropriate and as the requests are made. Most resources will be requested from Maine WARN, a Water and Waste Water Agency Request Network.

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IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Each town is responsible for assuring that an initial situation appraisal is conducted. The town elected officials and local emergency management director is responsible for coordinating the collection of damage assessment information in their communities. Depending on the town, this may involve the board of selectmen, town manager, road commissioner, public works director, code enforcement officer and/or fire department.

B. Residents and businesses may report their private damages to the town office or through the United Way 211 program. Some residents may call the County EOC and the County will document this information. 211-collected information will be sent to the State EOC who will provide Waldo County-based information to the County EOC. The County EOC will also collect this information from the town EOC. Resident and business contact information should be maintained so that, should Waldo County be declared a Federal disaster area, making residents eligible for individual assistance, those residents and businesses may be contacted to set up visits by representatives of the FEMA. Residents will need to register with the FEMA Disaster Recovery Center (DRC). They will be told to also report their damage information to their insurance company.

C. The County EOC will be organized as referenced in Annex A in its Response mode. The following are tasked with damage assessment duties in the County EOC during a major emergency or disaster.

- **EOC Manager:** Oversee the collection, recording and submittal of recovery information and will provide subject matter expertise on the FEMA Public and Individual Assistance programs.
- **Public Warning Manager:** Provide media releases and reach out to area business, non-profits, social service agencies and others to educate the public on individual assistance and to request private damage information.
- **Infrastructure Manager:** Collect public and individual damage information and records this information in D4H IM, a whiteboard or on paper. Sends all collected MEMA Form 7s to the State EOC. Tracks road and infrastructure damages. Maintains contact with the private power company and tracks electrical transmission restoration information. Provides individual assessment report information to the Mass Care Manager. Appoints a Damage Assessment Manger, as needed.
- **Mass Care Manager:** Coordinates with Infrastructure Manager to build a list of residents with Individual Damage information. Uses this information to work with WCAP, VOAD and other non-governmental organizations (NGOs) to provide assistance to those in need.

V. ADMINISTRATION AND LOGISTICS

A. The D4H IM © online platform will be used within the County to track all public and private damage reports and recovery activities.

B. The WebEOC © online platform will be used to share recovery information with the State EOC.

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VI. AUTHORITIES AND REFERENCES

- State Rule CMR 15, Agency 214, Chapter 5, Maine Disaster Recovery Fund
- MRSA Title 37B: Chapter 13, The Maine Emergency Management Act, as amended
- Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act
- FEMA FP 104-009-02, Public Assistance (PA) Program and Policy Guide

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ANNEX I-1: DAMAGE ASSESSMENT

I. PURPOSE

This annex describes the actions to be taken and forms to be completed by the Waldo County EOC and local governments in Waldo County to assess the damage caused by a disaster.

II. SITUATION AND ASSUMPTIONS

A. SITUATION:

1. When extensive public infrastructure, property damage, injuries, or loss of life occurs, a damage assessment expedites response and recovery operations and may make towns eligible for Stafford Act Public Assistance (PA) and individuals eligible for Individual Assistance (IA).
2. The primary hazards that will result in the need for damage assessments include: flooding, forest fires, severe summer storm (such as a tropical storm or hurricane), or a severe winter storm (blizzard or ice storm). Historically, most storm damages in Waldo County have resulted in damaged roadways and storm water management systems (culverts, drainage ditches, etc.).

B. ASSUMPTIONS:

1. All damages to roadways will be assessed by town officials (selectmen, EM Director, road commissioner or public works director) or the Maine Department of Transportation (MeDOT), depending on who is responsible for day-to-day road maintenance.
2. Town governments will willingly submit damage assessment information to the County for collection and submittal to the State EOC. The municipal officials will submit Form 7s by fax, e-mail, D4H Incident Management ©, radio or hand delivery.
3. The County EMA Director, working with the County Facility Manager, will assess any damages to County real property and will submit an assessment to the State EOC.

III. CONCEPT OF OPERATIONS

A. DAMAGE ASSESSMENT. There are five damage assessment actions that may be necessary in order to request a Stafford Act disaster declaration.

1. **Initial Damage Assessment:** Immediately following the onset of a disaster, the town EM Director, Fire Chief or elected officials should submit a Situation Report that identifies what public infrastructure, major facilities, or utilities have been damaged or impacted. A formal situation report is preferred, but an e-mail, radio call or telephone message may be accepted. The County EOC will record all damage information in D4H IM ©, whiteboards or on paper forms. Critical damage information should be inputted to WebEOC. Immediate calls to the State EOC or MEMA Duty Officer may be made, as necessary.

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2. **Initial Damage and Injury Assessment** (MEMA Form 7): Within 24-72 hours following the onset of a disaster, and if it is felt that there is enough damages to warrant a Stafford Act declaration, the County EOC will contact the town EM Director or EOC and request the submission of a MEMA Form 7. The Form 7 is used to record the initial cost estimates of the public damages on page 1 and the private damages on page 2. The EOC Manager and/or Infrastructure Manager will review and consolidate the reports and forward the information to the State EOC. The Stafford act requires that a state have a certain level or threshold of damage costs before a disaster declaration can be approved. The FY2019 Threshold for the State of Maine is \$2,058,960. The Waldo County threshold is \$150,878. The State threshold must be met first in order for any counties to get approved.

3. **Detailed Damage Cost Estimate**: During the December 2013 Ice Storm disaster event, FEMA required for the first time, detailed breakdowns of the damage cost estimate. The County EOC will work with the town EOCs, EM Directors, Selectmen and/or Road Commissioners, to acquire detailed cost estimates that show line item costs developed from unit quantities, unit pricing and any actual contractor or rental costs. Video and digital photographs of any damages and emergency repairs should be made to prove that damages actually occurred. This information will become vital during the next activity.

4. **Preliminary Damage Assessment (PDA)**: Should the Governor declare a state of emergency and file a request for a Stafford Act declaration with FEMA, the FEMA Director may authorize a Preliminary Damage Assessment. The FEMA PDA staff may try to complete a telephone survey. It is important for the County EMA Director to remind the FEMA PDA representatives that they must complete an on-site assessment of all the damage areas in the County. This assessment is to be completed by State and Federal damage assessment personnel with input from town officials. The County EOC is the liaison between these teams and local officials. A Public Assistance PDA may be accomplished to assess damages to publicly owned property, roads and other infrastructure. An Individual Assistance PDA may be accomplished to assess private damages to homes and businesses.

5. **Project Development**: Should a Stafford Act disaster declaration be approved by the President, State and Federal personnel conduct a more detailed survey for cost estimates for repairs to public property. Public assistance projects (described below) are developed during this stage.

B. **DAMAGE AREAS**. The damage assessment process will involve the collection of damage data on county-wide roads, public infrastructure, critical infrastructure, private property and the electrical power transmission lines within the County.

1. **Roads**: Town officials will report road closures and damages, to include debris in the roads, to the County RCC and EOC. The EOC will work with the RCC to create one consolidated database. This information will be used by the County EOC to coordinate resource requests and to allocate resources according to county-wide priorities. This information will be tracked on D4H IM, WebEOC, and a whiteboard or by hardcopy.

2. **Infrastructure**: Town officials and critical infrastructure owners will report building, utilities, and equipment damages to the County EOC. This information will be used by the County EOC to coordinate resource requests and to allocate resources according to county-wide priorities. This information will be tracked on D4H IM, WebEOC, and a whiteboard or by hardcopy.

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3. Power Restoration: Town officials will report powerline damages to the County EOC. This information will be consolidated by the County EOC and provided to Central Maine Power (CMP). The EOC will provide CMP with information on high priority locations requiring power restoration. The EOC will work with CMP to acquire their power restoration plans and priorities. This information will be tracked on D4H IM, WebEOC, and a whiteboard or on hardcopy.

4. Private Property: Town EOCs will investigate and seek out private property damages from their residents, farms and businesses. This information will then be reported to the County EOC.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Each town is responsible for assuring that an initial situation appraisal is conducted. The local emergency management director is responsible for coordinating with the town officials involved in the collection of damage assessment information in their communities. Depending on the town, this may involve the board of selectmen, town manager, road commissioner, public works director, code enforcement officer and/or fire department.

B. Residents and businesses may report their private damages to the town office or to the United Way 211 program. Some residents may call the County EOC and the County will be responsible for documenting the information. 211-collected information will be sent to the State EOC who will provide Waldo County-based information to the County EOC. The County EOC will also collect this information from the town EOC. Resident and business contact information should be maintained so that, should Waldo County be declared a Federal disaster area, making residents eligible for individual assistance, those residents and businesses may be contacted to set up visits by representatives of the FEMA. Residents will need to register with the FEMA Disaster Recovery Center. They should be told to also report their damage information to their insurance company.

C. The County EOC will consolidate all of the private and public damage assessment reports and send a consolidated county damage assessment report to the State EOC.

D. The following are tasked with damage assessment duties in the County EOC during an emergency.

- **EOC Manager**: Oversee the collection, recording and submittal of damage assessment information.
- **Public Warning Manager**: Provide information to area business, non-profits, social service agencies and others on order to educate the public on individual damage reporting.
- **Infrastructure Manager**: Collect public and individual damage information and record the information in D4H IM, a whiteboard or in a spreadsheet. Send all MEMA Form 7s to the State EOC. Track road and infrastructure damages. Maintain contact with the private power company and track electrical transmission restoration information. Provide individual assessment report information to the Mass Care Manager. May appoint a Damage Assessment Manager, as needed.
- **Mass Care Manager**: Coordinate with Infrastructure Manager to build a list of residents with Individual Damage information. Use this information to work with WCAP, VOAD and other non-governmental organizations (NGOs) to provide assistance to those in need.

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V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. Initial damage reports from the towns to the county may be verbal, but should be followed up with information on a Situation Form. The Infrastructure Manager will record and track the status of all collected information. The Manager will need to be proactive and make contact with town officials if they have not contacted the EOC in a reasonable time.
2. The County EOC will want to put out a call to the town officials for the MEMA Form 7. Submission should be within 24-72 hours, depending on the severity of the event. The Infrastructure Manager will record and track the status of all collected information. Copies of all Form 7s will be sent to the State EOC. This may be accomplished by scanning and e-mailing or by faxing. Should phone and internet services be down, the Radio room can transmit the data.
3. Should a Stafford Act declaration be possible, the County EOC will encourage the town officials to produce and submit Detailed Damage Cost Estimates of the damages to their road, utilities, and facilities. These estimates should include line item costs developed from unit quantities, unit pricing and any actual contractor or rental costs. Video and digital photographs of any damages and emergency repairs should also be submitted.
4. Should a Stafford Act declaration be approved, a FEMA Applicant Briefing will be scheduled for town officials. A FEMA Grants Portal Request for Public Assistance will be required from each town or non-profit.

B. LOGISTICS

1. The primary Tool for tracking damages will be in D4H™ Incident Management. Status boards have been set up to track various information.
 - a. **Citizen's Reports:** Calls for assistance from private individuals. The board is used to track contact information, the need for assistance, the solution and the status of the call.
 - b. **Critical Infrastructure:** Used to track contact information, a description of the damages, resources needed, and the current status of repair.
 - c. **Public Damage Assessments:** The dollar amounts of estimated levels of damage to public infrastructure. This is a digital Form 7.
 - d. **Emergency Facilities:** List of all emergency facilities. There is a data field to track of the facility is damaged and a description of the damages.
 - e. **Road and Utility Issues:** Used to track all road and overhead electrical, telephone and cable wire damages within the County. Tracks the location, damage description, status of road access (open, 1 lane, closed).

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ANNEX I2: DEBRIS MANAGEMENT

I. PURPOSE

This annex describes the methods, organizational format, and process by which the Waldo County EOC will assist town governments with debris management following a disaster event. Assistance will come in the form of technical assistance, resource coordination and efforts to facilitate activities between the towns and the State and Federal governments. The plan also contains information and references for local jurisdictions for the development of local plans that will identify the local jurisdiction's debris management organization, assignment of responsibilities, designation of temporary debris storage sites and other items as the jurisdictions desire.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. The Waldo County government has no authority, involvement or oversight for debris management, to include anything related to recycling, trash removal, sanitation, public health, land use, building codes, public works, road work, engineering, or contracting. As such, the County EOC will not manage debris. It will track, facilitate and coordinate debris management information between town officials and the State and Federal governments.
2. Flooding that damages storm water management systems could create construction debris, such as broken culverts. This debris will be taken care of by the road contractor when the new storm water system is constructed and will not be an emergency issue for the towns.
3. Ice storms and high wind events could drop trees and wires in roadways. The power and telephone utilities will be responsible for the cleanup of broken poles and cut wires. The towns will be responsible for removing tree debris from the roads.
4. Disease outbreaks, hazardous materials releases, and school violence incidents are not likely to create a debris management issue.
5. Forest fires and a terrorist attacks could cause the destruction of some buildings. The landowners of the destroyed properties are responsible for the debris management of their own property. This will be limited in nature and will not overwhelm local regional waste disposal systems.
6. Debris resulting from a transportation-related mass casualty incident (such as a vehicle, boat or aircraft crash) will be the responsibility of the commercial or private carrier whose vehicle was involved in the accident.
7. A major hurricane (Cat 4 and 5) has not struck the State of Maine in recorded history; over 400 years. Maine has been hit with several Category 1 hurricanes, although very infrequently. Should there be a major hurricane strike on the Maine coast, this would most likely be the only hazard event that could cause more than just vegetated debris. However, only a very small percentage of buildings in the county would be impacted by coastal storm surge. It is not expected that the debris load would overwhelm existing regional waste disposal systems.

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B. ASSUMPTIONS

1. All local fire departments, police departments, emergency medical services, and public works departments may need to sustain themselves during the first 72 hours of an emergency, depending on the scope and complexity of the incident. Residents will need to sustain themselves for more than 72 hours. It is expected that Federal resource support will take more than three days to a week to arrive.
2. Debris on private property will be the responsibility of the property owner.
3. Towns must be prepared to conduct emergency debris removal on their own during the initial phases of a disaster and must consider public safety as their top priority.
4. Higher demands will be placed on public and private resources for debris management following a disaster event.
5. A coordinated town effort will be required to effectively collect, remove, and dispose of debris following a disaster.
6. Most towns are members of large regional waste disposal systems, such as the Town Review Committee, and will be disposing of their debris through these regional programs.
7. Following a disaster event, compliance with environmental protection laws and regulations is still a requirement. Towns must be aware of these requirements and ensure compliance.

III. CONCEPT OF OPERATIONS

- A. All roadway vegetated debris will be the responsibility of a town government or the Maine Department of Transportation (DOT). This plan will not deal with Maine DOT responsibilities.
- B. In those towns that have public works employees, tree debris clearance will be taken care of by the public works department. In towns that do not, tree debris clearance will be accomplished by road commissioner-supervised contractors and/or the fire department.
- C. Most towns will utilize a wood chipper to chip the tree debris along the side of the road. In many cases, large tree trunks will be cut up for firewood and distributed through the general assistance program to needy residents or donated to the Waldo County Woodshed (a 501(c)(3) nonprofit that provides firewood to low-income and fix-income County residents). This will be accomplished by the town's public works department, by temporary part-time hires or by local contractors.
- D. In some cases, tree debris may be piled up and burned. In those cases, the town's fire department will complete the Maine Forest Service burn permit and oversee the burn operation.
- E. Early in a disaster, towns may clear tree debris from state-maintained roads for emergency response access. It may be some time before the Maine DOT is able to clear all of the roads the DOT is responsible.
- F. Each town should appoint a local Debris Manager to organize the response.

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IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. The following officials have debris management responsibilities. The organizational structure may vary from town to town.

Position	Supervised by	Location	Task
Board of Selectmen or Town Manager	N/A	Town Office	Oversee all debris management operations and expenditures.
Road Commissioner or Public Works Director	Board of Selectmen or Town Manager	Town Office or public works office	Supervise all debris disposal operations.
Fire Chief or Public Works Director	Board of Selectmen or Town Manager	Roadways	Manage all emergency road clearance of tree debris.
County EMA Director	County Commissioners	County EMA office	Maintain situational awareness and oversee resource acquisition.

B. Officials of Affected Towns are responsible for the following.

- Clear roadways and assess debris to be collected.
- Distribute debris separation instructions and collection schedules to residents.
- Maintain proper documentation of local expenses for purposes of reimbursement and historical records.
- The Code Enforcement Officer and/or Health Officer may inspect any buildings sustaining major damage.

V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. For debris management costs to be reimbursable by FEMA, the debris must have been caused during a Stafford Act declared disaster for which public assistance is approved, and must be in the designated disaster area.

2. Time sheets, rental agreements, and invoices will be maintained by the town office personnel and provided to the Federal Emergency Management Agency (FEMA) public assistance project officer at the appropriate time.

3. The Public Works Director, Road Commissioners or Board of Selectmen should keep track of the hours of employees, hours the wood chipper is in operation, number of trees disposed of, and all costs associated with tree debris removal and disposal.

4. The following types of contracts may be used in conducting debris management operations.

a. Time and Material: Under a time and material contract, the contractor is paid on the basis of time spent and resources utilized in accomplishing debris management tasks. FEMA policy requires that the use of time and material contracts be limited to the first 72 work hours following a disaster event.

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- b. Unit Price: A unit price contract is based on weight (tons) or volume (cubic yards) of debris hauled, and must be used after the first 72 work hours following the disaster event. It requires close monitoring of collection, transportation, and disposal to ensure that quantities are accurate. A unit price contract may be complicated by the need to segregate debris for disposal.
5. Documentation of debris management activities is extremely important for potential reimbursement of costs. It is important to record all debris activities performed, costs and authorizations granted.
6. Each town must maintain complete and accurate records of their costs for debris removal in order to justify costs for reimbursement under the state and federal disaster assistance rules.
7. At a minimum, documentation needs to address the following:
- Labor, equipment, rental fees and material costs
 - Administrative expenses
 - Disposal costs
 - Types of debris collected, amounts of each type, and location of origin
8. FEMA eligibility criteria can be found in the *FEMA 325 Public Assistance Debris Management Guide, July 2007*.
9. More information can be found in *FEMA 327 Public Assistance Debris Monitoring Guide, October 2010*.

B. LOGISTICS

1. Maine DOT will clear State and Federal roadways, which include principal arterials, minor arterials, major collectors and minor collectors. Towns will clear the routes from Maine DOT roadways to critical facilities.
2. Because Federal requirements for debris management, contract management and administration are so complex, time-consuming and expensive, the County EMA recommends that each town complete all debris management with in-house resources or by renting wood chippers and hiring temporary part-time help, much as the Town Clerk hires ballot clerks. The Town should complete as much work as possible in the first 72 hours.
3. Should towns seek Federal reimbursement under a Stafford Act disaster declaration, they will need to meet all requirements in the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (“Uniform Rules”), which are codified at 2 C.F.R. §§200.317 through 200.326.
4. The topics that should be included in a Town Debris Management Plan are listed on the next page.

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Town Debris Management Plan Outline

1. Staff Roles and Responsibilities
 - a. Staffing Organizational Chart
 - b. Roles and Responsibilities
 - i. Staffing Assignments and Duties
 - ii. Administration
 - iii. Contracting and Procurement
 - iv. Legal
 - v. Operations
 - vi. Engineering
 - c. Emergency Communications Strategy
 - d. Health and Safety Strategy and Procedures
 - e. Training Schedule

2. Situation and Assumptions
 - a. Design Disaster Event
 - b. Forecasted Debris
 - i. Forecasted Types
 - ii. Forecasted Locations

3. Debris Collection Plan
 - a. List Priorities
 - b. Response Operations
 - c. Recovery Operations
 - i. Estimating Staff, Procedures, and Assignments
 - ii. Collection Method
 1. Curbside Collection
 2. Collection Centers
 - iii. Collecting Hazardous Waste and White Goods
 - iv. Monitoring Staff and Assignments

4. Debris Management Sites
 - a. Site Management
 - i. Site Manager
 - ii. Monitoring Staff and Assignments
 - iii. Safety Personnel
 - b. Establishment and Operations Planning
 - i. Permits
 - ii. Locations
 1. Baseline Data for Each Location
 2. Ingress/Egress for Sites
 - iii. Site Layout
 - iv. Site Preparation
 - v. Volume Reduction Methods
 1. Incineration
 2. Grinding and Chipping
 - vi. Recycling

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- vii. Environmental Monitoring Program
- viii. Site Closure

5. Contracted Services

- a. Emergency Contracting/Procurement Procedures
- b. Debris Operations to be Outsourced
- c. General Contract Provisions
- d. Qualification Requirements
- e. Solicitation of Contractors

6. Private Property Demolition and Debris Removal

- a. Condemnation Criteria and Procedures
 - i. Legal Documentation
 - ii. Demolition Permitting
 - iii. Inspections

7. Public Information Strategy

- a. Public Information Officer
- b. Pre-scripted Information
- c. Distribution Strategy

8. Appendixes

- a. Maps of Jurisdiction and Priorities
- b. Staffing Assignment Maps
- c. Load Ticket
- d. Debris Monitor Reports
- e. Truck Certification List
- f. Load Ticket System

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ANNEX J: CRITICAL INFRASTRUCTURE RESTORATION

I. PURPOSE

A. Following a local disaster, the Waldo County EOC will coordinate the response to and recovery of local critical infrastructure. Critical infrastructure are systems and assets that are vital to the community and that the incapacity or destruction of such systems and assets would have a debilitating impact on physical security, economic security, public health or safety, or any combination of those matters.

B. The purposes of the critical infrastructure are twofold:

1. To provide coordinated, short-term, and focused County assistance to towns and private interests that have experienced impaired or lost critical facilities and/or infrastructure that may impact public health and/or create life-threatening and unsafe situations.
2. To provide for monitoring and reporting of the operational status of local critical facilities and infrastructure during emergency situations.

II. SCOPE

Specific County EOC assistance may include planning services, coordinating emergency repair of government-owned communication infrastructures and coordinating emergency restoration of critical public infrastructure.

Category	Type	Responsibility
Food and Agriculture	Food Processing Facilities	Private Businesses and Non-Profits
	Grocery Stores	
	Food Banks and Soup Kitchens	
	Farms	
Financial	Banks and Credit Unions	
	Credit Card Company	
	Insurance Brokers	
Chemical	Manufacturers, Retailers and Transporters	
Commercial Facilities	Resorts, lodging and retail	
	Entertainment Facilities	
Communications	Wireless and landline telephone systems	
	TV Cable and TV/radio broadcast towers	
	Public Safety RCC & radio towers	County Government
Emergency Services	Police, Fire and EMS	Town Government
	Sheriff, EMA and RCC	County Government
	Public Works	Town Government

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Category	Type	Responsibility
Energy	Electrical Transmission/Distribution	Private Industry
	Electrical Generation	
	Petroleum pipelines	
	Petroleum storage facilities	
Government Facilities	Town Offices	Town Government
	Public Schools	Quasi-town Govt
	U.S. Post Offices	Federal Government
	Courthouses	County Government
	Fort Knox and State Parks	State Government
Information Technology	Internet Access	Private Industry
Public Health	County Hospital and Clinics	Non-Profits
	Pharmacies	Private Industry
Transportation	Highways and Bridges	State/Town Government
	Mack Point Seaport	Private Industry
	Belfast & Islesboro airports	Town Government
	Freight rail	Private Industry
Water/Waste Water	Public Water/Sewer	Quasi-town Govt

Critical Infrastructure in Waldo County

III. SITUATION AND ASSUMPTIONS

A. SITUATION: An emergency situation may severely damage parts of the County's critical infrastructure. Local governments' ability to function may be hampered by the damaged infrastructure. At the same time, the emergency situation may create significant demands for State and local resources to provide for response and short-term recovery. State Agency assistance may be required to assist with meeting these demands for restoring local critical infrastructure.

B. ASSUMPTIONS

1. During an emergency situation, critical facilities and infrastructures may sustain damage affecting government operations, communications, power supplies, and the provision of government services.
2. Required infrastructure response and short-term recovery operations may exceed local ability.
3. Additional numbers of personnel having engineering and construction skills and construction equipment may be required from outside the disaster area.
4. State and Federal government and private assistance will be provided to ensure that affected critical infrastructure is returned to operational status.
5. Local government is normally the lead decision maker in times of emergency.

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IV. CONCEPT OF OPERATIONS

A. TOWN GOVERNMENT INFRASTRUCTURE

1. Town government is responsible for maintaining and recovering fire stations, police stations, EMS garages, town offices, public works garages, sand/salt sheds, some sewer facilities and local roads. When protection of or damages to these structures are greater than the town government can deal with, they will submit resource requests, damage assessment and situation reports to the County EOC. The EOC will compile and forward this situation information and resource requests to the State EOC. The County EOC will maintain a status board to track this information.
2. Towns may be eligible for Stafford Act Public Assistance, should a declaration be approved.
3. Most repairs will be accomplished by local contractors.
4. Towns may request security assets to protect these facilities, since most towns have no law enforcement personnel.
5. Depending on the authority, the town fire chief, health officer or code enforcement officer will conduct safety inspections of repaired infrastructure to determine if occupancy or operation will be authorized.
6. Most critical infrastructure operated by towns will still be able to operate even if a cyber incident damages their computer systems.

B. COUNTY GOVERNMENT INFRASTRUCTURE

1. County government is responsible for maintaining and recovering the court houses, county offices, jail, communications center, Sheriff's Office and EOC. When protection of or damages to these structures are greater than the county government can deal with, the County EOC will submit resource requests, damage assessment and situation reports to the State EOC. The County EOC will maintain a status log to track this information.
2. County government may be eligible for Stafford Act Public Assistance, should a declaration be approved.
3. Most repairs will be accomplished by local contractors.
4. The County Sheriff's Office may use correctional officers to protect County facilities. The County EOC may request additional security assets to help protect these facilities. The County Sheriff's Office has no personnel who can be dedicated to protect town or private infrastructure.
5. Depending on the authority used, the town fire chief, health officer or code enforcement officer will conduct a safety inspection of the repaired county infrastructure to determine if occupancy or operation will be authorized.
6. Most critical infrastructure operated by the County will still be able to operate even if a cyber incident damages their computer systems. However, The RCC will be severely hampered in 911 and dispatch operations.

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C. QUASI-TOWN GOVERNMENT INFRASTRUCTURE

1. Quasi-municipal entities are responsible for maintaining and recovering school facilities, water and waste-water treatment plants. When protection of or damages to these structures are greater than the quasi-town government can deal with, the County EOC will submit resource requests, damage assessment and situation reports to the State EOC. The County EOC will maintain a status log to track this information.
2. Quasi-municipal entities may be eligible for Stafford Act Public Assistance, should a declaration be approved.
3. Most repairs will be accomplished by local contractors.
4. Quasi-municipal entities may request security assets to protect these facilities, however, only Belfast and Searsport have law enforcement personnel. The County Sheriff's Office has no personnel who can be dedicated to asset protection.
5. Depending on the authority, the town fire chief, health officer or code enforcement officer will conduct safety inspections of the repaired quasi-town infrastructure to determine if occupancy or operation will be authorized.
6. Most critical infrastructure operated by the quasi-town departments will still be able to operate even if a cyber incident takes out their computer systems. Water and sewer systems would need to be operated manually at each impacted site.
7. See Annex H1 Disaster Logistics for process of supplying emergency water stock.

D. NON-GOVERNMENTAL ORGANIZATIONS INFRASTRUCTURE

1. Non-governmental organizations (NGOs) are responsible for maintaining and recovering the county hospital and clinics. When protection of or damages to these structures are greater than the NGO can deal with, the County EOC will submit resource requests, damage assessment and situation reports to the State EOC. The County EOC will maintain a status log to track this information.
2. NGOs may be eligible for Stafford Act Public Assistance, should a declaration be approved.
3. Most repairs will be accomplished by local contractors.
4. NGOs may request additional security assets to help protect these facilities. The County Hospital does have its own security personnel, but they may not be available or may not be sufficient. The clinics have no security and in some cases, may need to be closed.
5. Depending on the authority, the town fire chief, health officer or code enforcement officer will conduct safety inspections of the repaired infrastructure to determine if occupancy or operation will be authorized.
6. Most critical infrastructure operated by the NGOs will still be able to operate even if a cyber incident damages their computer systems. Medical records may not be assessable, but the sick and injured can

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still be treated.

E. FEDERAL GOVERNMENTAL INFRASTRUCTURE

1. The Federal government is responsible for protecting, maintaining and recovering the U.S. Post Offices and the USDA office. The County EOC will request the town EOCs report on the status of their local post office. The County EOC will submit situation reports on the post offices to the State EOC. The County EOC will maintain a status log to track this information.

F. BUSINESS INFRASTRUCTURE

1. Business infrastructure includes food processing facilities, grocery stores, banks and credit unions, a credit card company, manufacturers, retailers, trailer truck firms, resorts, lodging, wireless and landline telephone systems, TV cable and TV/radio broadcast systems, the electrical transmission system, petroleum pipelines, petroleum storage facilities, a seaport and rail freight lines.

2. The most critical business infrastructure in the immediate aftermath of a disaster will be the **electrical transmission and distribution** systems and **petroleum** distribution system. Government can provide emergency water, food and shelter, however, everything stops without power and fuel. Without **FUEL**, even emergency generators for critical infrastructure will stop after 3-7 days. See Annex H2 Emergency Fuel Distribution for more information on emergency fuel supplies.

3. When damages to this infrastructure are significant, private industry will need to contract with other businesses to make repairs.

4. Private industry will be required to provide its own security to protect these facilities. Should the event be a catastrophic disaster, then the National Guard may be sought to protect the devastated areas.

REPORTING

1. Critical Infrastructure damages should be reported to the County EOC and the County EOC Infrastructure Manager staff will be proactive in reaching out to key critical infrastructure to determine their status. The County EOC will submit damage assessment and situation reports to the State EOC. The County EOC will maintain a status log to track this information. The critical infrastructure that will be closely monitored will include:

- Fuel storage & distribution system
- Electrical transmission system
- Landline telephone system
- Cellular telephone sites
- Internet services
- Public Safety radio system
- Highways and bridges
- Grocery stores
- Pharmacies
- Government buildings
- School buildings
- County hospital and clinics
- Water and Wastewater systems

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V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

1. **Law Enforcement Officer:** Coordinate all critical infrastructure security needs. Manage the Emergency Management security volunteers. Oversee the management of any security assets brought into the County to provide critical infrastructure security.
3. **EOC Manager:** Coordinate all disaster response and recovery activities during an incident.
4. **Infrastructure Manager/Damage Assessment Manager:** Coordinate the collection of data relating to critical infrastructure damages incurred during the incident. Maintain contact with the power companies and track electrical transmission restoration information. Maintain contact with the major fuel supply and distribution companies and track restoration information.
5. **Resource Manager:** Track all critical infrastructure protection and recovery resource requests from towns, quasi-municipal entities, NGOs and County departments. Provide a consolidated report to the EOC Manager for prioritization.

VI. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. The County EMA office maintains several documents/media that track critical infrastructure contact information. Location information and capabilities. These documents/media include:
 - a. Waldo Resource Database excel spreadsheet
 - b. Waldo Energy Priorities excel spreadsheet
 - c. D4H™ Incident Management online platform

B. LOGISTICS

1. The County EMA office maintains several support agreement with critical infrastructure.
 - Central Maine Power
 - Versant Power
 - GAC Chemical
 - Unity Telephone Co
 - Waldo County General Hospital

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ANNEX J1: ELECTRICAL POWER RESTORATION

I. PURPOSE

This annex describes the methods, organizational format, and process by which Waldo County will coordinate, resource, prioritize and complete electrical power restoration and recover following a disaster event that causes 3-10 day long, multi-county regional power outages.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. County-wide or state-wide electrical power outages may result from severe winter and summer storms, such as ice storms, blizzards, hurricanes, tropical storms and major thunderstorms.
2. Long-term (greater than 1 week), interstate or nation-wide power outages could result from an Electromagnetic Pulse (EMP) event, a Coronal Mass Ejection (CME) event, an international cyber-attack on the nation's power grid or a physical attack on a number of strategic extremely high voltage (EHV) transformers. This annex will not cover this level of a disaster. Instead, a separate County Long Term Power Outage Plan will be developed to cover this level of an energy disaster.
3. The State of Maine has an "Energy Assurance and Emergency Management Plan" last updated in 2012 by the Governor's Energy Office. This plan provides a strategy to address a potential or actual energy emergency caused by a supply disruption, a rapid and unsustainable increase in energy prices or other energy emergency situation.
4. The greatest impact in Waldo County resulting from local hazard events is the impact of electrical power outages to residents, businesses and government entities. Many residents rely on medical oxygen produced by mechanical devices powered by electricity. Many do not have backup power or oxygen. The vast majority of businesses, even those with critical infrastructure and community lifelines, do not have backup power options. Very few government offices and public works garages have backup power.
5. The supply of gasoline, diesel and propane is critical since backup electric generators require these fuel types. During an electrical power outage, there could be problems with the supply of these fuels. Most gas stations and fuel storage and distribution centers do not have on site electrical generators.
6. The County Sheriff's Office, Emergency Management Agency, Regional Communications Center and Correction's Facility all have backup power generators. The three primary radio tower sites are also backed up by generators. The two County courthouses have no backup power.
7. The heating systems for most homes and businesses require electricity to operate. This can become a severe challenge during the coldest months of the year. The primary reason for activating American Red Cross (ARC) emergency shelters in the County will be due to multi-day regional power outage taking place during the winter months.
8. The public safety radio communications is totally dependent on electrical power. There are backup generators for transmission sites, however, the portable radios and radio pagers for the responders may not have backup power and could die within a day or two.

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9. The cellular tower sites and landline central offices all have backup batteries that can last up to 8 hours and onsite electrical generators with 3-7 days of fuel. After a week without fuel resupply, the telecommunications system may be down.
10. In order to complete electrical grid restoration, the power companies require diesel to run their repair trucks. Should the supply of diesel dry up, power transmission system restoration would cease.
11. Only one pharmacy in the County has back up power capability. Residents are only allowed up to a 30 day supply of medicines. Many residents could be within a few days of running out.
12. No medical clinics in the County have back up power options and would have to close.
13. Fortunately, the County roadways are not very dependent on electric traffic control devices. There are 3 traffic lights in the City of Belfast and 1 traffic light at the Penobscot Narrows Bridge. All could be quickly replaced with stop signs.
14. Almost 20% of County residents get their drinking water from public water systems. All of these systems have electrical generators, but would need resupply within a few days. The other 80% of residents get their drinking water from private wells. Individual homeowners would need to have their own generators and fuel supplies, be provided water from neighbors who do, or acquire their water from local fire stations.
15. All of the Nursing Home facilities in the County have backup power generators for 3-7 days. Fuel resupply will be critical.
16. The County EMA office maintains mutual aid agreements and protocols for coordinating electrical power transmission restoration with both Central Maine Power (CMP) and Versant Power. CMP covers 99% of the homes and businesses in the County. Versant provides power to homes in northern Winterport.

B. ASSUMPTIONS

1. All local fire departments, police departments, medical and emergency medical services have on site backup power generators.
2. Propane is the fuel used for the Waldo County facility power generators. It is assumed that adequate supplies of propane will be available from local fuel suppliers.
3. Depending on the fuel level, the County propane generators should be able to go at least a week. The County EMA also maintains a portable diesel generator and several portable gasoline generators which could be used to replace stationary propane generators, should propane supplies cease.

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III. CONCEPT OF OPERATIONS

A. NOTIFICATION ACTIONS

1. When notified of an impending severe storm, the County EMA Director will open dialogue with the following power restoration-impacted entities in order to provide event information that will lead to more effective decisions and action:

Entity	Information to Relay
Maine EMA/State EOC	County Status Update
County Commissioners, Dept Heads & RCC	Activating EOC and alerting employees. Need to top off all vehicles and generators.
Town EM Directors, Fire and EMS Chiefs	Need to top off all vehicles and generators.
Waldo County General Hospital	Need to top off the hospital generator. Activating Hospital and employees.
Local School Districts	Need to top off all vehicles and generators. Decision to close schools.
Local Nursing Homes	Need to top off all generators. Need to order additional food and supplies.
Major Fuel Suppliers	Need to top off delivery trucks. Warn of surge in fuel requests, with government getting priority deliveries.
Public Water and Sewer Departments	Need to top off all generators.
Central Maine Power and Emera Maine	Discuss restoration priorities.
American Red Cross – Maine Chapter	Alert ARC to possibility of shelter activations and mass feeding needs.
Telephone Companies	Preparedness to provide long term power for their telephone exchange facilities
Local Media	To encourage public preparedness

2. The County EMA staff will monitor the following information services in order to determine if emergency electrical measures will need to be taken:

- Central Maine Power website and e-mails
- Versant Power website and e-mails
- National Weather Service (NWS) and briefings
- WebEOC and State EOC telephone conferences
- D4H™ Incident Management

3. The EOC shall test all communications, to include:

- Public Safety Radio – EMA, CC-1, CC-2, CC-3, CC-4, Quaker, and Harris
- State Radio System MEMA ALL and Region Net (Mt Ephraim & Coogans)
- Ham Radio (VHF/UHF/HF)
- Satellite Phone
- GETS Card
- Text Messaging

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6. Coordinate with power companies on the expected duration of the power outage. If it appears that it may be necessary (length of time, nighttime temperatures, number of people requesting sheltering, etc), then coordinate with the American Red Cross for establishing a shelter or putting people up in a hotel. Refer to Annex F.

7. Participate in Conference Calls with the State EMA and with the Municipal EM Directors.

B. ELECTRICAL POWER RESTORATION ACTIONS

1. All electrical power transmission infrastructure and restoration assets are owned and operated by private electrical transmission companies. Most of Waldo County is covered by Central Maine Power (CMP). The northern part of the Town of Winterport is covered by Versant Power.

2. CMP and the County EMA have an *Operating Guideline for a Communication/Coordination Plan* that is reviewed and approved annually. The guideline describes the process of coordinating power restoration information in prolonged power outages.

3. Versant Power and the County EMA have an *Operating Guideline for a Communication/Coordination Plan* that is reviewed and approved annually. The guideline describes the process of coordinating power restoration information in prolonged power outages.

4. All restoration communications between local government and the power companies will go through the County EOC during a major power outage. Public safety departments will report on local conditions, areas of concern and needs for assistance to the County EOC who will provide the information to the power company.

Note: The rest of this Annex will refer to CMP, since CMP provides service to more than 99% of the County.

5. CMP will keep the County EMA Director apprised of all power restoration efforts for the County, and the County will notify and coordinate with the local officials. The purpose is to reduce the amount of coordination by the power company and to allow the County EOC to manage the information flow to the towns. The County EOC will provide the restoration information to each municipality via the local EOC, EM Director or Fire Chief.

6. CMP will notify the County EMA Director that the CMP Storm Operations Center has been activated.

7. Upon receipt of CMP's activation message, the County EMA Director will promptly activate the EOC and staff it to meet this emergency. The EOC will notify all municipalities that this plan is in effect.

8. Once the County EOC has been staffed, the EOC Manager, Infrastructure Manager, or Power Outage Coordinator will coordinate with CMP to update status activities. They will obtain information pertaining to which towns are affected, the estimated number of customers without power, and the estimated/anticipated duration of the power outages. The EOC and CMP will establish a time schedule for future coordination calls to coordinate additional information/updates on power restoration efforts.

9. Each time updates are received from CMP, this information will be disseminated by the EOC staff to the respective municipalities' EM Director or EOC through D4H™ IM, E-Mail and/or faxes.

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10. All towns should provide their road opening priorities to the County EOC as soon as possible.
11. Seek status and condition updates for changes to the road and utility damages from CMP, public safety crews, public works crews and the RCC.
12. The following are the Priorities for CMP work during the storm:
 - (1) Life Safety – If utility damages have people trapped or harmed.
 - (2) Scene Safety – If utility damages are endangering emergency crews.
 - (3) Road Closure – If utility damages are causing a total road closure. Roads may also be prioritized according to level of importance of the road.
 - (4) Power Restoration to Critical Facilities on 3-Phase lines. Restoration will also be dependent on the facility location and the most effective repair solutions.
 - (5) Power Restoration to Critical Facilities on 1-Phase lines. Restoration will also be dependent on the facility location and the most effective repair solutions.
 - (6) Power restoration for residents with Electrical Dependent Medical Devices. Restoration will also be dependent on the location of the resident and the most effective repair solutions.
 - (7) Power restoration for all residents will be dependent on the location of the resident and the most effective repair solutions.
13. It will be critical that electrical power is available to critical facility and key infrastructure. This will normally be provided by backup electrical power generators fueled by gasoline, diesel or propane. At the first indication that there will be an extended power outage, the local and County EOCs should refill all propane and petroleum fuel tanks. See Section V for more information.

C. SITUATION AWARENESS:

1. Local fire departments, road commissioners and/or EM Directors will forward all information relating to the status of electrical transmission lines, towers and poles, and critical facilities without electrical power to the County EOC as soon as possible.
2. All information relating to damaged powerlines and poles should be provided to the County EOC. This can be accomplished in the following ways:
 - a. D4H™ IM Road and Utility Issues status board (PREFERRED)
 - b. The Utility Damage Reporting Form – linked to EMA website (If in Field on Smartphone)
 - c. E-Mail
3. This information will be tracked in the County EOC and provided to CMP. Critical utility information may be passed onto the State EOC through WebEOC.

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4. CMP will provide restoration information to the County EOC which will be provided to each Town EOC or EM Director.
5. Town EOCs, EM Directors or Fire Chiefs will notify the County EOC of road locations that are completely blocked by downed transmission lines and utility poles. The report should include a physical address or grid coordinate of the location, the importance of the road section and any other special considerations, such as life safety issues. The County EOC will prioritize all municipal reports and provide the prioritized report to CMP.
6. If the recovery situation is severe, the County EMA Director may request that CMP provide a Company Liaison who will reside in the County EOC and provide in-person coordination.
7. If the County EOC is not getting updated information from the Town EOCs regarding road closures due to utility damages, the County EOC will deploy Field Observers (FOBS) to report back on the status.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following EOC staff positions have roles and responsibilities during extended wide-area power outages:

- **EOC Manager:** Evaluates the power outage restoration efforts and makes decisions and recommendations to mitigate the issues.
- **Public Information Officer:** Works with local media to provide power outage duration and location information to the public. May issue information on local shelters, warming centers and mass feeding locations.
- **Resource Manager:** Tracks all power generation resource requests from municipalities, quasi-municipal entities and critical facilities. Provides a consolidated report to the EOC Manager for prioritization. Tracks the status of all deployed generator resources acquired from other agencies. Submits requests for additional power generation equipment and fuel supplies to the State EOC.
- **Infrastructure Manager:** Coordinates the power outage information between CMP and the municipalities. Records the locations of all power outages on status charts.
- **Power Outage Manager:** Maintains contact with the power companies and tracks electrical transmission restoration information. Works for the Infrastructure Manager.
- **Mass Care Coordinator:** Acts as the liaison with the American Red Cross for sheltering operations. Coordinates with the local emergency warming shelters.

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V. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. The status and location of all power generation resources requested by the municipalities will be tracked on resource tracking forms and status boards. A person from the requesting community will need to sign for the power equipment. The original signed form will be kept with the Resource Manager and a copy will be provided to community.

2. All power outage and restoration information will be tracked in D4H Live Operations, on white boards or on hardcopy. The Damage Assessment Manager or Power Outage Manager will consolidate this information and provide to the Information Manager for submission to the State EOC through WebEOC or by radio transmission.

B. LOGISTICS

1. County backup power generation equipment

Gen Make	Location	Type	Watts	Phase	Fuel	Tank (gals)
Cummins	EOC	Stationary	100,000	3	Propane	1,600
Generac	EOC	Stationary	30,000	3	Propane	
Kohler	RCC	Stationary	35,000	1	Propane	400
Kohler	Jail	Stationary	35,000	3	Propane	800
Briggs & Str	Aborn Tower	Stationary	15,000	1	Propane	200
Generac	Stockton Tower	Stationary	8,000	1	Propane	100
Winco	Crocker Site	Stationary	6,000	1	Propane	100
Lister	EMA Barn	Trailer	25,000	3	Diesel	50
Honda	EMA Barn	Trailer	5,500	1	Gasoline	4.22
Northstar	EMA Barn	Trailer	5,000	1	Gasoline	4
Alton	EMA Garage	Portable	3,000	1	Gasoline	3.2
Honda	EMA Garage	Portable	900	1	Gasoline	0.55
Honda	MCP Truck	Portable	1,850	1	Gasoline	1.08
Honda	MCP Truck	Portable	1,850	1	Gasoline	1.08
Honda	Radio Truck	Portable	1,850	1	Gasoline	1.08
Honda	Radio Truck	Portable	1,850	1	Gasoline	1.08

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2. Fuel Suppliers with backup power

Company Name	Location	Type	Fuel Type	Phone #
JP Wentworth	Brooks	Station	Gasoline/Diesel	722-3177
B + M Market	Belmont	Station	Gasoline/Diesel	342-4141
Patterson's Store	Burnham	Station	Gasoline/Diesel	948-3388
Hilltop Store	Knox	Station	Gasoline/Diesel	568-6197
Circle K	Liberty	Station	Gasoline/Diesel	589-3034
Drake's Corner Store	Lincolntonville	Station	Gasoline/Diesel	763-4001
Northport Grocery	Northport	Station	Gasoline/Diesel	944-8327
Troy General Store	Troy	Station	Gasoline/Diesel	948-2128
Weaver's Roadside	Waldo	Station	Gasoline/Diesel	342-5697
Consumer's Fuel	Belfast	Delivery	Propane	338-2000
Waldo County Oil	Troy	Delivery	Propane	948-2600
Downeast Energy	Waldo	Delivery	Propane	342-4040 800-773-3050
Irving	Brewer	Delivery	Propane	991-9241
Maritime Energy	Rockland	Delivery	Propane	594-4487
RH Foster	Bangor	Delivery	Propane	947-3835

3. Some critical infrastructure may require additional backup power.

Critical Infrastructure	Municipality or Entity
Ambulance Garages	Arthur Jewel Health Center Unity Volunteer Ambulance Garage
Warming Centers	Belmont Town Office Winterport Victoria Grant Community Center
Public Water	Northport Village Corp Water Dept Morrill Village Water District Sandy Point Water Company
Fuel Tank Farm	Sprague Energy Irving Corporation
Propane Supplier	Maine Energy

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4. Municipal Facilities and Critical Infrastructure with Backup Generators

Municipality	Location	Gen Size (kW)	Fuel Type	Transfer
Belfast	Fire Station	25	Propane	Auto
Belfast	Police Station	40	Diesel	Auto
Belfast	Sewer Dept	35	Diesel	Auto
Belfast	Water District	10	Propane	Auto
Belfast	Waldo County General Hosp	500	Diesel	Auto
Belfast	Troy Howard Middle School	150	Diesel	Manual
Belfast	Harbor Hill			Auto
Belfast	Tall Pines	13	Propane	Auto
Belmont	Fire Station	10	Gasoline	Manual
Brooks	Fire Station	12	Propane	Auto
Brooks	Varney Community Center			Manual
Burnham	Fire Station	25		
Frankfort	Village Fire Station		Gasoline	Manual
Frankfort	Congregational Church	10	Gasoline	Manual
Frankfort	West Frankfort Fire Station		Gasoline	Manual
Freedom	Fire Station/Town Office	15	Gasoline	Manual
Islesboro	Public Safety/Town Office	25	Diesel	Auto
Islesboro	Central School	25	Diesel	Auto
Islesboro	Community Center			
Jackson	Fire Station	10	Gasoline	Manual
Jackson	Community Center	15	Propane	Auto
Knox	Town Office	10	Gasoline	Manual
Liberty	Fire Station	15	Gasoline	Manual
Liberty	Walker Elementary School			Auto
Lincolnvile	Fire Station	20	Propane	Auto
Lincolnvile	Central School	75	Diesel	Auto
Monroe	Fire Station/Town Office	20	Propane	Auto
Montville	Fire Station	8	Gasoline	Manual
Morrill	Fire Station	14	Propane	Manual
Northport	Fire Station/Town Office	26	Propane	Auto
Palermo	Fire Station	10	Gasoline	Manual
Prospect	Fire Station/Town Office & Community Center	15	Diesel	Manual

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Municipality	Location	Gen Size (kW)	Fuel Type	Transfer
Searsmont	Fire Station	15	Propane	Auto
Searsmont	Town Office	15	Propane	Auto
Searsport	Public Safety/Town Office	35	Propane	Auto
Searsport	Middle School	60	Propane	Manual
Searsport	Water District			Auto
Searsport	Sewer Department			Auto
Searsport	Bayview Manor Assist Living			
Stockton Springs	Fire Station	12	Gasoline	Manual
Stockton Springs	Town Office	10	Propane	Manual
Swanville	Town Office	10	Gasoline	Manual
Thorndike	Fire Station	15	Propane	Auto
Thorndike	Town Office	6.5	Propane	Auto
Thorndike	Mount View School	500	Propane	Auto
Troy	Fire Station	10	Gasoline	Manual
Unity	Fire Station	10	Gasoline	Manual
Waldo	Fire Station	15	Gasoline	Manual
Waldo	Town Office	15	Propane	Auto
Winterport	Fire Station	22	Propane	Auto
Winterport	Water and Sewer	22	Propane	Auto

5. Should there sufficient time before a catastrophic event occurs, such as a Category 3 hurricane, which will cause a long term regional power outage, the EMA office will attempt to acquire additional supplies. These will include:

- Bottled Water
- Can and Box Food
- Paper Plates, Plastic cups and Plasticware
- Toilet Paper and paper towels
- Hand sanitizer
- Propane Cylinders
- Gasoline
- D, C, AA, and AAA Batteries

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ATTACHMENT 1: SEVERE WINTER STORMS

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. New England, and especially Maine, is famous for its harsh winters. Historically, the “typical” bad storms are major “northeaster” blizzards. However, severe ice storms, such as that experienced in January 1998, which caused \$1,605,330 in damage throughout Waldo County, have caused more damage. The 1998 ice storm severely damaged the statewide electrical power transmission system, caused major crown damage to the forests, blocked many roadways with ice and tree debris and damaged several buildings. Another ice storm occurred in December 2013 which caused 3 days of power outages and was followed by severe cold temperatures. Blizzards, which are still the most likely storm in Maine, have a tendency to over-task roadway snow removal operations and cause localized power outages. Severe cold temperatures have caused frost heaves that have damaged road surfaces.

2. All of Waldo County is subject to severe winter storms. The coastal areas on the mainland and on the islands, which contain the vast majority of the county’s population, are very susceptible to ice storms, although the impacts are felt throughout the County. The entire County is highly susceptible to blizzards.

B. ASSUMPTIONS

1. The County may be well into a severe winter storm before officials realize that disaster conditions exist. Residents are typically prepared for a day-long power outage. However, during severe cold periods, a multiple-day power outage can cause severe hardship.

2. Winter storms can have a variety of characteristics, including severe cold temperatures, very high winds, high snow content, rapid ice buildup and rapid melt-off. There are many variables in the disaster “equation” that determine if property damages, utility outages and personal hardship become a reality.

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES: Waldo County’s incident priorities for a winter emergency include:

1. Life safety for residents and responders
2. Transportation accessibility
3. Electrical power restoration
4. Telephone and radio communication maintenance

B. INCIDENT OBJECTIVES: Waldo County’s incident objectives for a winter emergency include:

1. Provide emergency shelter and feeding to residents and their household pets.
2. Open roadways to emergency traffic.
3. Coordinate with local Power companies on restoration efforts.
4. Maintain public safety radio communication capabilities.
5. Coordinate with local telephone companies on restoration efforts.

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C. INCIDENT TACTICS: Waldo County's incident tactics for a winter emergency include:

1. Activate emergency shelters as needed.
2. Recommend municipalities activate warming centers, as needed.
3. Request additional snow and debris removal resources from the State, as needed.
4. Open and maintain communications with power utilities to coordinate the restoration of power.
5. Work with RACES and radio vendors to repair damages to the public safety radio systems.
6. Utilize Amateur Radio and other backup communications.
7. Open and maintain communications with Consolidated Communications, Lincolnville Telephone and Unitel in order to coordinate the restoration of telephone communications.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

The primary format for direction and control will be the County's Multi-Agency Coordination System, as described in Annex 1, which includes the State-County-Town Emergency Operations Center (EOC) organization. Regional overnight shelters and Logistics Staging Areas will fall under the oversight of the County EOC, while warming centers and supply drops will fall under the oversight of the town EOCs.

B. RESPONSIBILITIES

1. Each town will be responsible for conducting debris clearance, damage assessment and snow removal on the town-maintained roadways, and the Maine Department of Transportation will be responsible for the same on state-maintained highways. Snow removal is a normal operation of towns in Waldo County, and there are no mutual aid agreements for snow removal between communities. During a major snowstorm, either additional resources will be contracted or the removal times will be lengthened. Town fire departments may be used to help clear tree debris from roadways.

2. During the ice storm of 1998, the Maine National Guard and the Maine Department of Transportation assisted the municipalities with snow and ice removal. To acquire state resources for debris clearance, each town will provide resource requests to the County EOC. The County EOC will forward the requests to the State EOC.

C. COMMUNICATIONS

1. Communications will be maintained between the Waldo County Regional Communications Center (RCC), the Waldo County EOC, first responders and town officials. A major blizzard or ice storm could damage telephone transmission lines and even drop cellular and radio towers, as happened during the ice storm of 1998. It is not likely, however, that all phone, cell phone and radio transmission resources will be out simultaneously over the entire County for lengthy periods of time.

2. Primary radio communications between the County EOC and the 26 town EOCs will be on the County EMA repeater channel. Should this repeater be down, the EOC Manager will assign one of the EMA tactical repeaters to replace the EMA radio repeater. Should the entire radio tower at Aborn be down, a tactical channel or portable repeater may be used.

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D. PUBLIC INFORMATION AND WARNING

1. The National Weather Service will provide winter storm warning and watch announcements via the NOAA weather radio and local radio and television stations. Most winter storms in Maine do not come as a surprise. The problems that arise are usually due to residents' or communities' lack of preparation.

a. A *winter storm watch* indicates that severe winter weather may affect the area.

b. A *winter storm warning* indicates that severe winter weather conditions are definitely on the way.

c. A *blizzard warning* means that large amounts of falling or blowing snow and sustained winds of at least 35 miles per hour are expected for several hours.

2. Because a Maine winter storm typically affects a large section of the state, the Maine Emergency Management Agency and the National Weather Service will contact local radio and television stations to notify the public of the expected severity and conditions of the winter storm, instructions on how to prepare for the storm and the status of road closures.

3. Public evacuations are not expected to occur as a result of a severe winter storm. Individuals may need to relocate from their homes if they lose power and have no backup heat source. Some nursing home patients or elderly residents may need assistance from the County EOC or American Red Cross in order to evacuate to other facilities. This limited evacuation is unlikely to cause traffic congestion anywhere in the County.

E. MASS CARE

1. Tourist populations during the winter months are very small. Emergency shelters and warming centers may need to be opened to provide warming or food for those affected by the storm. During the ice storm of 1998, which lasted for two weeks, about 300 people in the County (less than 1%) stayed in regional overnight shelters. During the December 2013 ice storm, about 36 residents stayed overnight in the ARC shelter. Some residents will utilize warming centers to get meals, water and information.

2. Overnight sheltering will be the responsibility of the County EOC. These shelters will be managed by the American Red Cross or an impromptu County Shelter Management Team. If only a few people need shelter, they may be sheltered in area commercial lodging. If the numbers are sufficiently high, then several mass care facilities will be established. See Annex F for more information.

3. Warming Centers will be the responsibility of the town EOCs and will be managed by local volunteers. The County will attempt to support the Warming Centers with supplies provided by the State EOC or the Federal government.

F. RESOURCE MANAGEMENT

Municipalities will contact the County EOC to request resources, as described in Annex H.

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ATTACHMENT 2: CYBER-ATTACK

I. PURPOSE

The purpose of this annex is to define the concept and response to the consequences to threats and incidents involving the public and private information technology (IT) systems and assets that have or may have widespread impacts on the state's critical infrastructure, or threaten public safety and well-being.

II. SITUATION AND ASSUMPTIONS

A. SITUATION

1. This plan attachment will concentrate on the response and recovery from a major cybernetic attack on the State or Nation. The County Information Technology manager has procedures in place to work through an Internet Attack by criminal elements working to take down the County computer system.

2. The Federal and State governments, private industry and public utilities will all play a significant role in managing the response to cyber incidents.

3. The Waldo County EOC will work the consequences of a major cyber-attack, which could be a catastrophic incident.

4. Incident Categories and Actions:

Minor Incident	<ul style="list-style-type: none">• Isolated incidents that reduce functionality of organization• Service outages• Persistent low level cyber activity (phishing, network probing, etc.)	<ul style="list-style-type: none">• Steady State operations• EMA monitoring• Coordinate with MEMA & MIAC• Assess need to upgrade to Major Incident
Major Incident	<ul style="list-style-type: none">• Incidents that degrade/destroy functionality of an organization• Prolonged service outage• Confirmed Data Breach or Data theft• Any cyber event that exceeds the affected agency capacity to manage incident response	<ul style="list-style-type: none">• EMA will monitor incident• EOC may be activated• County IT manage outside resource requests• Assess need to upgrade to Disaster Response.
Disaster	<ul style="list-style-type: none">• Incidents that destroy all functionality of organization• Coordinated cyber-attack with direct impact on citizens• Terrorist attack or accidental destruction of critical infrastructure	<ul style="list-style-type: none">• State declaration of emergency• County IT manages county cyber response• EOC activated to manage physical world effects• Implement mutual aid agreements & COOP• Request outside assistance

B. ASSUMPTIONS

1. A significant cyber-attack will be a major international incident that could cause extensive damage to critical infrastructure or key IT assets throughout the Nation.

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2. Large-scale cyber incidents may overwhelm government and private-sector resources by disrupting the Internet and/or taxing critical infrastructure IT systems. Complications from disruptions of this magnitude may threaten lives, property, the economy, the ability to deliver critical services, and national security.

Category	Type	Failure of Systems
Food and Agriculture	Grocery Stores	<ul style="list-style-type: none"> • Electrical Power • Water Supply • Waste Water removal • Digital Security systems • HVAC controls • Telecomm systems • Internet-based data • Radio over Internet protocol • Financial Transactions/ATMs • Payroll/accounting systems • Navigations systems • Inventory Management • Retail Sales/Supplies • Fuel Supply • Medical/Pharmaceutical Supplies
	Farms	
Financial	Banks and Credit Unions	
	Small/Large Employers	
Chemical	Manufacturer	
Commercial Facilities	Retail Stores	
Communications	Wireless/Landline Telephone	
	TV/Cable/radio broadcasts	
	Public Safety radio repeaters	
Emergency Services	Public Safety responders	
	County EOC and RCC	
	Public Works	
Energy	Electrical Transmission	
	Petroleum pipelines	
	Petroleum storage facilities	
Government Facilities	Municipal Offices	
	Public Schools	
	U.S. Post Offices	
Information Technology	Internet Access	
Public Health	County Hospital and Clinics	
	Pharmacies	
Transportation	Highways and Bridges	
	Mack Point Seaport	
	Freight rail	
Water/Waste Water	Public Water/Sewer	

Critical Functions that could be impacted by a cyber-attack

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II. CONCEPT OF OPERATIONS

A. CONTINUITY OF OPERATIONS

1. Reference the County Continuity of Operation Plan to ensure that the EOC and RCC are able to continue functioning during the emergency phase. The following functions need to be maintained:

- a. Staffing
- b. Backup power
- c. Land Mobile Radios not connected to the Internet
- d. Backup heat, water and sewer
- e. Offline computers, printers and databases
- f. Food and Drinking Water

B. COUNTY INFORMATION TECHNOLOGY

1. The County IT manager will work to safeguard and bring back online the County computer system. The most important IT component is the RCC computer-aided dispatching system called Spillman. Should the CAD system be offline, public safety dispatching will be severely degraded. Should the ability to “tone out” departments be nonoperational, a signal 1000 should be broadcast over the radio net to alert all public safety personnel that a dispatching message is to follow. All public safety personnel will need to have their radio pagers in Monitor mode at all times. Fire Chiefs will need to request those mutual aid resources, since it will no longer be automated.

2. The County EOC could lose the ability to e-mail or have access to WebEOC, D4H™ IM, power outage reports, and weather reports. Public alerting, through WEA, could be non-functional.

3. The County IT program backs up all County data nightly. However, should the attack corrupt or prevent access to county backups, the EMA office also backs up all EMA electronic files weekly. These backups are not connected in any way (hardwire or wireless) to the County intranet or the Internet. A laptop computer that is not capable of wireless internet access is maintained and will be used to access EMA electronic files during a cyber-attack.

4. The County EMA maintains all plans, procedures, forms and databases, necessary for the operation of the EOC is hardcopy form. The County will use non-internet based radio communications to transmit situational reports to the State and municipal EOCs.

C. CRITICAL INFRASTRUCTURE INFORMATION TECHNOLOGY

1. The County EOC will work with any and all of these sectors to assist them with the consequences and recovery following a cyber attack.

a. Banking. The EOC will invite representatives of the major banks in the County to a working group to determine if a temporary switch to paper money and paper records can be managed. Otherwise, mass feeding may need to be implemented.

b. Food Markets. The EOC will contact area grocery stores and determine if they can continue sales without internet access (credit cards and price scanners) and electricity. Otherwise, mass feeding may need to be implemented.

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- c. Gas Stations. The EOC will contact area gas stations and determine if they can continue sales without internet access (credit cards).
- d. Electrical Grid. The EOC will coordinate with the power utility companies to determine the level of damage or loss of control they have sustained. Determine the estimated restoration timeframe.
- e. Wireless and Landline Telephone System. The EOC will coordinate with Consolidated Communications, Lincolnville Telephone, Unitel, U.S. Cellular, Verizon and AT&T to determine the level of damage or loss of control they have sustained. Determine estimated restoration timeframes. If all means of telephonic service is non-functional, then a system of runners will need to be implemented.
- f. E-Mail and Internet. The EOC will coordinate with the County IT manager to determine the level of damage or loss of control the Internet Service Provider (ISP) has sustained. Determine estimated restoration timeframes.
- g. Public Water and Sewer. The EOC will coordinate with the local water and waste water utilities to determine the level of damage or loss of control they have sustained. Determine estimated restoration timeframes. Most of the county population has private sewers and wells which will not be impacted by a Cyber-attack. However, electricity is still needed for water pumps at these private wells. Deliveries of bottled water may be necessary.

2. Back up processes for County emergency functions shall include:

Primary Function	Back up processes
911	<ul style="list-style-type: none"> • Alternate phone number (1-800-660-3398) • Each Fire Station to be staffed 24/7 with radio link to RCC
Sheriff's Patrol	<ul style="list-style-type: none"> • Alternate fuel supply for cruisers • Special deputies assigned to each Town.(MRSA 30-A, ss 382) • Governor activates the State Militia (MRSA 37-B, Chp 3, Subchp 4)
EOC/RCC Power	<ul style="list-style-type: none"> • Propane-fired standby generators • (EOC) Diesel-fired trailer mounted generator
Tower Site Power	<ul style="list-style-type: none"> • Propane-fired standby generator • Gasoline-fired trailer mounted generators
Voter Repeaters	<ul style="list-style-type: none"> • (RCC) Non-voting operation; shut down linking tower sites • (EMA) Stand-alone radio repeaters
County Intranet	<ul style="list-style-type: none"> • Standalone laptop computers with hardwired printers
Staff Support	<ul style="list-style-type: none"> • Stockpile of freeze-dried meals for EMA • Solar Powered Water Purification System and water storage

III. LOGISTICS

1. Establish a drinking water supply point in each community
2. Establish a food distribution supply point in each community
3. Establish a fuel distribution system; plan for fuel rationing priorities
4. Establish a means for communicating between County and Town EOCs

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ATTACHMENT 3: INFECTIOUS DISEASE OUTBREAKS

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. When people are exposed to a pathogen such as pneumonic plague, influenza, coronavirus or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the **incubation period**, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen.

2. *Disease* is the condition of an organism that impairs physiological functioning. An *epidemic* is an outbreak of an infectious disease in which many people are infected at the same time and the disease spreads beyond a local population. A *pandemic* is a global outbreak of serious illness.

3. Epidemics are not constrained by geography. Any location in the United States is susceptible, and individuals could be found to be infected in many different places simultaneously. The extent of an epidemic is affected by the ease with which a microbe moves from person to person and the behavior of individuals and societies. Factors affecting the risk for an individual include level and duration of exposure to the pathogen, sanitary conditions, and the individual's health, cleanliness and biological resistance.

4. The primary strategies for pandemic influenza and coronavirus are the same as those for seasonal influenza: personal sanitation, vaccination, early detection, treatment with antiviral medications, social distancing, personal protective equipment and infection control.

5. Infectious disease can be transmitted in several ways. *Large-droplet transmission* has been considered a major route of influenza and coronavirus transmission. This involves contact of the conjunctivae or the mucous membranes of the nose or mouth of a susceptible person with large droplets containing microorganisms produced by a person who has the disease or who is a carrier of the organism. *Contact transmission* of influenza may occur through either direct skin-to-skin contact with an infected person or contact with a *fomite* (contaminated object). *Airborne transmission* occurs by dissemination of small particles in the respirable range containing the infectious agent. The relative contribution of airborne transmission to disease outbreaks is uncertain.

6. Different viruses may have different modes of transmission and require different precautions.

B. ASSUMPTIONS

1. The occurrence of an influenza pandemic is unpredictable. Estimates of the next outbreak's severity range from the 1976 and 2009 "swine flu" outbreaks, which were very minor, to the 1958 and 1968 virus outbreaks, which killed about three times as many people as a normal flu season, to the extreme possibility of an outbreak similar to that of 1918, which caused millions of deaths.

2. The world's population faced a new coronavirus pandemic beginning in late 2019. At the time of this plan, there were over 3.5 million deaths and 171 million cases world-wide. The U.S. deaths are around

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600,000 and 33 million cases. The U.S. CDC reports that “COVID-19 is caused by a coronavirus called SARS-CoV-2. Older adults and people who have severe underlying medical conditions like heart or lung disease or diabetes seem to be at higher risk for developing more serious complications from COVID-19 illness.”

3. Risk groups for severe and fatal influenza infection cannot be predicted with certainty but are likely to include infants, the elderly, pregnant women, and people with chronic medical conditions. A pandemic influenza outbreak may actually affect middle-age adults more than children and the elderly. The coronavirus pandemic has mostly impacted people with serious chronic medical conditions, especially the elderly.

4. In the early stages of a disease outbreak, very limited amounts of vaccine, if any, are likely to be available; therapeutic agents may not be effective or available in sufficient quantities. It took nearly a year from the initial Covid19 outbreak until vaccines started to be used. About 50% of the U.S. population has been vaccinated since the vaccines became available.

5. Emergency medical services (EMS) units, which are already severely understaffed, are likely to be severely stressed during a major disease outbreak and may not be able to provide all needed services. Untrained spontaneous volunteers cannot be used in this area.

6. The medical effects of a disease outbreak will be compounded by its societal impact. Communities will be forced to cope with and compensate for major disruption of their way of life due to interruption of essential services, suspension of social gatherings and dissolution of the normal pattern of life.

7. A pandemic outbreak will probably last about six to eight weeks in any given community. This will have a major impact on the economy if rates of absenteeism are high. It is likely that a second outbreak could occur a few weeks or months after the initial outbreak. In the case of the Covid19 pandemic, the duration of the disease was greatly extended by the practice of “flattening the curve.” This significantly reduced the impacts on the hospitals to the point that there were very few covid19 patients. However, it also had the effect of stretching out the duration of the pandemic well past a year and caused a number of other medical issues. Many were not able to see their medical professionals for an extended period of time.

8. Because a pandemic influenza will likely affect much of the country, few mutual aid resources may be available from other counties, other states or the Federal government.

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II. CONCEPT OF OPERATIONS

A. SURVEILLANCE

1. Disease surveillance by medical professionals in Waldo County will be performed in accordance with the Maine CDC's *Rules for the Control of Notifiable Conditions*.
2. The *Rules*, a list of notifiable conditions, and the notifiable conditions reporting form can be found at (<http://www.maine.gov/dhhs/mecdc/infectious-disease/epi/disease-reporting/>). Reports can also be made by calling 1-800-821-5821 (24 hours a day) or faxing 1-800-293-7534.
3. All health care providers and facilities, municipal health officers, and veterinarians are required to report notifiable diseases. Category I diseases must be reported immediately. Category 2 diseases must be reported within 48 hours, but reporting to the 24-hour phone line is encouraged.
4. Personal and privacy-protected information will not be needed or released to municipal or county emergency managers, however, the numbers of sick, hospitalized and dead should be reported to the County EOC. The Maine CDC will collect these numbers and provide them to EMA in situation reports.

B. PUBLIC EDUCATION AND INFORMATION

1. The most effective measure that public health use to combat a disease outbreak is public education and information. It is expected that the Federal and State government public health departments will take the lead on a public education and information program to educate the public about pandemic mitigation measures. Information will be disseminated through television and radio stations and newspapers, as well as through websites and social media. The County EOC will forward federal and state public health guidance to EMA partners.
2. EMA will distribute information on preventive measures, suggested medical care, public gathering closures, public vaccine distribution sites and schedules, and other measures the Federal and State governments are taking to address the pandemic. Acquiring and disseminating the most current and accurate information is vitally important in helping residents prepare for and weather a disease outbreak. The Maine CDC and U.S. CDC will be the primary sources of infectious disease and public health information.

C. CONTAINMENT MEASURES (QUARANTINE)

1. According to Maine state law, if the Department of Health and Human Services (DHHS) suspects the existence of a communicable disease, its authorized agents can request permission to inspect the building, vehicle, or other location in question. If permission is withheld, DHHS can request a court ruling enforcing the inspection or giving DHHS temporary custody of the suspected disease carrier. In certain extreme cases, DHHS may act without a court order. The DHHS agent can then require that a quarantine be established.
2. At the County, the Sheriff's Office may be one agent for the enforcement of DHHS quarantines. A core of deputies may be trained and equipped with proper personal protective equipment (as determined by DHHS) and used to enforce court orders. The Sheriff's Office may, as appropriate, collaborate with

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municipal police departments and health officers to perform this task. The Maine State Police (MSP) may also enforce DHHS quarantines.

3. The County government will not initiate quarantines. The County has no public health authorities and municipal public health programs in the County are practically nonexistent. All responsibilities for determining the need for and initiating quarantines will be under the purview of DHHS/CDC.

4. Should the State Governor proclaim a State of Emergency, every person within the State of Maine may be required to quarantine within their homes, as was done during the Covid19 pandemic. State Statute 37-B Chapter 13, Section 782 was interpreted by the Governor to mean that she can take any action, to include limitations on all personal freedoms and liberties, for as long as she deems necessary, in order to mitigate the emergency. The State Legislature and Courts did nothing to limit her emergency powers. She forced businesses to close, many which failed and closed for good – basically taking property without just compensation.

D. CONTROL MEASURES (HYGIENE AND SOCIAL DISTANCING)

1. Community-based control measures are designed to reduce the risk of disease transmission by limiting the potential for social interaction (e.g., canceling public events, closing schools and businesses) and by preventing inadvertent exposure (e.g., fever monitoring in public places, social distancing, and use of face masks, hand hygiene and respiratory etiquette).

2. Mass care shelters will not be established during a disease outbreak because a shelter would enhance the likelihood of disease transmission.

3. Public gatherings (e.g., church services, weddings, funerals, public suppers, fairs, parades, movies and plays, daycare, preschool and schools) may be cancelled or closed in order to limit disease transmission. County officials do not have the authority under State law to prevent public gatherings—they have authority over county employees only. Only the Governor has the authority to order closures.

4. Factors that will be considered in determining a threshold for community action include: numbers of cases and deaths, impacts on hospitals, types of exposure; e.g., travel-related, close contact, health care worker contact, morbidity and mortality rates, and the availability of local health care and public health resources. Actions that may be taken include the following.

Control measure	Implementation authority
Promote proper hygiene to the public.	Governor/Maine CDC
Close nonessential government functions and buildings.	Governor/Maine CDC Municipal and county elected officers
Cancel public events.	Governor/Maine CDC Event organizers
Close educational institutions.	Governor/Maine CDC School superintendents/directors
Close businesses.	Governor/Maine CDC Business owners

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E. LINES OF COMMUNICATION

1. There are many different levels to the public health system in Maine. The following is a general idea of the lines of communication between government agencies and non-profit social service agencies within the State during a major disease outbreak.
2. Maine CDC directly oversees a local health officer in each municipality on a day-to-day basis, but it is doubtful that the CDC will have the staff to oversee these 490+ officers during a major disease outbreak. The municipal health officer may also work in the municipal EOC, which will coordinate with the County EOC. During the Covid19 pandemic, the local health officer programs were not used.
3. Maine CDC has divided Maine in eight public health districts, each lead by a Public Health Liaison. The Mid-coast Public Health District is made up of Waldo, Knox, Lincoln and Sagadahoc counties. The District office is located at the DHHS Office at 91 Camden Street in Rockland. District 4 may work directly with the municipal health officers and/or coordinate with the County EMA.
4. Maine CDC maintains direct communications with all of the hospitals and clinics in the State.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. COUNTY GOVERNMENT

1. The Waldo County EMA Director and/or County Commissioners will determine at what point during a disease outbreak the County EOC will be established and what staffing is appropriate. Because a disease outbreak could last for several months, activating a full-scale EOC too soon and for too long would burn out the EOC staff. Also, assembling many people in one room would increase their risk of becoming infected. Whenever possible, the County EOC will be staffed by County EMA personnel alone. When needed, other staff may be brought together for a short period of time and released as soon as the situation is dealt with.
2. During a pandemic, Waldo County officials will be responsible for various tasks.

a. Waldo County Commissioners

- Order the closure of County government facilities.
- Order nonessential County services to close.
- Direct nonessential County employees to work at the County EOC or to stay home.

b. Waldo County EMA

- Communicate with local and state Public Health officials.
- Release public information.
- Coordinate public health emergency information with county, municipal and nongovernmental organizations.
- Manage the County EOC.
- Coordinate resource requirements and requests, as needed.

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c. Waldo County Sheriff's Office

- May enforce all mandatory quarantines.
- Secure all County government facilities.
- Develop schedules and processes to maintain staffing during an emergency.

d. Waldo County Regional Communications Center

- Develop schedules and processes to maintain staffing during an emergency.
- Provide disease outbreak updates over the public safety radio system.

B. MUNICIPAL GOVERNMENT

1. When a communicable disease threat is suspected, the local health officer, who represents Maine CDC and DHHS, will (in consultation with his or her supervisors) carry out the inspection and, if necessary, quarantine actions.

2. The local emergency management director will coordinate local response and recovery activities and maintain communications with the Waldo County EOC.

3. The local sexton will determine how best to inter the dead, prepare gravesites for burials and fill in graves after services; oversee any burial storage facilities during the winter; and handle all cemetery recordkeeping, including burial records. The sexton will comply with any special instructions from Maine CDC regarding interment of bodies.

4. The municipal clerk records all burial permits and death certificates.

C. STATE GOVERNMENT

1. The Governor and DHHS/CDC have various degrees of authority to declare a public health emergency.

2. Maine CDC will investigate potential communicable disease outbreaks, adopt emergency rules to protect public health during a communicable disease emergency, and arrange for temporary facilities for the care and treatment of infected persons.

3. MeCDC and MEMA should coordinate all emergency activities within the State. All public information should be coordinated through the State Joint Information System. MEMA will manage the use of WebEOC.

D. SCHOOL SYSTEM

1. The School Superintendent shall close public schools in compliance with guidance from Maine CDC or for longer periods at his or her discretion, in order to prevent the spread of disease.

2. The School Nurse shall notify the School Superintendent and Maine CDC immediately if a number of children, administrators or faculty become sick with influenza-type symptoms.

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E. MEDICAL FACILITIES

Waldo County General Hospital

- Develop schedules and processes to maintain staffing during an emergency.
- Develop procedures for securing the hospital during an outbreak.
- Provide information on hospital bed availability, vaccine and antiviral supplies, patients in quarantine, and any staffing or supply shortfalls to the County EMA.
- Manage and staff public vaccination clinics.

F. COUNTY SOCIAL SERVICE AGENCIES

Social service agencies in Waldo County will coordinate with the County EMA when their clients who belong to vulnerable populations have needs related to the emergency that cannot be met by their existing support system. Waldo County EMA will not collect personal information about residents who may have such needs.

G. AMERICAN RED CROSS

The ARC may be able to provide limited emergency food and medical supplies for individuals who are in quarantine and cannot leave their homes. The ARC has stated that, if they are able to provide this service, they will drop off supplies at a central municipal location such as a town office or fire station for local delivery. The ARC will publish a phone number for people seeking assistance to call.

IV. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. The Federal and State government will establish priorities for vaccines during a pandemic, based on those who are most at risk from the disease.
2. People requesting vaccine priority may have to provide proof of their status, such as a driver's license or birth certificate and records of the medical condition or employment on which they base their claim.

B. LOGISTICS

1. Continuity of Operations

- a. Government, social and business services may need to be cut back due to the shortage of workers and the increased demand for services related to the disease outbreak. Some departments, such as the Waldo County Sheriff's Office and Waldo County Regional Communications Center, have part-time staff which may need to become full-time for the duration of the outbreak. These two agencies also have in place policies for calling in personnel for additional work schedules.
- b. The staff of the Waldo County EMA is very small, and there is no backup coverage. The staff may implement strict hand hygiene, respiratory etiquette and social distancing and use masks, as appropriate, to reduce the risk for transmission of disease as much as possible.

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c. Each municipality will need to develop schedules and processes for the continued staffing of volunteer fire departments and EMS units. Volunteers with little or no training may have to be sought from the town residents.

2. Personal Protective Equipment (PPE)

a. Emergency responders, public health workers and health care workers shall follow all US CDC and Maine CDC guidance on PPE during a disease outbreak.

b. Each County and municipal department is responsible for acquiring its own PPE. Should the State have a PPE Cache, then requests may be submitted to the County EMA and inputted into WebEOC in order to acquire PPE from this cache.

3. Vaccine Distribution

a. The Federal government will provide medical supplies through the Strategic National Stockpile (SNS) system. SNS supplies will be delivered to Maine and may be distributed to SNS sites throughout the State. Waldo County's SNS location is in Belfast and is known to the County EMA staff. The vaccines may be given at this SNS location in Belfast or may be distributed to vaccine clinic locations throughout the County. This will be determined by the Maine CDC.

b. If the vaccine is distributed to clinic sites, the number of sites should be kept to a minimum. Each site will require medical, security and administrative staff, and these people will be at a premium.

c. The Waldo County General Hospital may establish public vaccination clinics at local schools and other locations, depending on vaccine and staff availability. Maine CDC Public Health District staff may oversee all vaccination distribution for these clinics. Staffing shortfalls will be managed by Maine CDC and the County Hospital.

4. Aggregate Care Facilities. Aggregate care facilities are auxiliaries to the hospital where patients with less severe medical problems can be cared for and monitored. Should the need arise to establish aggregate care outside of the normal medical facility process, such facilities may be set up within the County. This will be determined by the County hospital and supported by the County EOC.

5. Refrigeration. Should a disease outbreak occur that causes many fatalities, refrigeration may be necessary to preserve bodies until they can be buried. If this is the case, the County EMA will attempt to acquire a refrigeration truck.

V. AUTHORITIES AND REFERENCES

A. AUTHORITIES

- Title 4 MRSA Judiciary, Chapter 5 District Court
- Title 22 MSRA Health and Welfare, Chapter 153 Local Health Officers, §454 Duties
- Title 22 MSRA Health and Welfare, Chapter 250 Control of Notifiable Diseases & Conditions
- Title 22 MSRA Health and Welfare, Chapter 707, Deaths and Burials

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ATTACHMENT 4: SEVERE SUMMER WEATHER

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. Severe summer weather includes major thunderstorms, microbursts, small tornadoes, tropical storms, hurricanes and other high wind and rain events. Of these, thunderstorms are the most numerous and least severe in effect and duration; tropical storms are much less likely, and hurricanes occur rarely. The ingredients for a major tropical storm or hurricane include a pre-existing weather disturbance, warm tropical oceans, moisture, and relatively light winds aloft.

a. A *tropical depression* is an organized system of clouds and thunderstorms with a defined surface circulation and maximum sustained winds of 38 mph (33 knots) or less. Sustained winds are defined as one-minute average at about 33 feet (10 meters) above the surface.

b. A *tropical storm* is an organized system of strong thunderstorms with a defined surface circulation and maximum sustained winds of 39–73 mph (34–63 knots).

c. A *hurricane* is an intense tropical weather system with a well-defined surface circulation and maximum sustained winds of 74 mph (64 knots) or higher. Hurricane strength is usually measured on the Saffir-Simpson scale, of which the first three categories are the most applicable to Maine.

Cat	Wind speeds (mph)	Likely occurrence in Maine	Typical damage
1	74–95	30 years	Trees falling on power lines, roads and structures
2	96–110	100–150 years	Same as Category 1, plus damage to some trailers, roofing materials and windows
3	111–130	200–400 years	Same as Categories 1 and 2, plus damage to most trailers and some small structures

2. Hurricanes can cause catastrophic damage on coastlines and several hundred miles inland. Hurricanes and tropical storms can also spawn tornadoes and microbursts, create surge along the coast, and cause extensive damage due to inland flooding from trapped water.

3. A *storm surge* is a dome of water pushed onshore by wind. Storm surges can be up to 25 feet high and 50 to 100 miles wide. *Storm tide* is a combination of storm surge and the normal tide (e.g., a 15 foot storm surge combined with a 2 foot normal high tide over the mean sea level creates a 17 foot storm tide). These phenomena cause severe erosion and extensive damage to coastal areas.

4. Waldo County is subject to hurricanes and severe summer storms. The return rate on a Category 1 hurricane is 30 years or 3% in any given year. The County has not experienced a Category 2 hurricane. For the purpose of this plan, a Category 2 storm will be considered the worst-case scenario.

5. The coastal areas along the mainland and on the islands, which contain the majority of the County's population, are susceptible to high winds, severe rains and some localized storm surge flooding resulting from tropical storms and hurricanes. The northern sections of the County may see a lesser degree of the

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high winds, severe rains and local flooding. However, due to the hilly terrain and number of gravel roads, there is a high probability of washed out roads.

6. Although all areas in Waldo County are at risk from severe summer storms and hurricanes, the coastal and island communities face the greatest potential losses. The towns of Winterport, Prospect, Frankfort, Stockton Springs, Searsport, Belfast, Northport, Islesboro and Lincolnville all have inhabited coastlines. Additionally, these communities contain 67% of the County's summer population.

7. According to the U.S. Army Corps of Engineers' hurricane surge inundation plans, the locations in the County that could see storm surge flooding from a hurricane at high mean tide are the Lincolnville Beach area businesses and ferry service, the Belfast waterfront, the Harbor Hill Center, sections of Islesboro, access to Sears Island, the Cape Jellison Road, near Mill Pond in Stockton Springs, and sections of U.S. Route 1A in Prospect.

8. Storm surge may cause a need to evacuate Lincolnville Beach, parts of Islesboro and the Harbor Hill Center. The County EMA will coordinate evacuations with the towns of Islesboro and Lincolnville and with Genesis HealthCare, Inc. Detailed storm surge maps that indicate what areas have been developed and should be consulted.

B. ASSUMPTIONS

1. Although the County EOC can recommend evacuations, it is not expected that residents will evacuate prior to a storm striking the County. Most County residents have little or no experience with evacuations, and they will most likely not heed any warnings. Therefore, residents may need rescuing, transportation and mass care.

2. The inland towns, especially the northern Waldo towns, will be less impacted by the storms; they will not experience storm surge, and winds will be less severe than in the coastal communities. These towns will be relied upon for emergency services and sheltering.

3. All parts of the County will be impacted by power outages, storm debris in the roads and overwhelmed storm water management systems.

4. The majority of coastal residential property is owned by people with the financial means to recover quickly. Many of these properties are second homes, seasonal homes or camps.

5. Even if residents are without power, they will most likely remain in their homes, instead of going to an overnight shelter. The primary reason for people to go to an overnight shelter is because cold temperatures, and this is less likely during a summer or fall storm. Residents are more likely to seek food, water and a shower than overnight shelter. Communities should plan on opening a day shelter, backed up by a generator, at the fire station, school or community center. Individual municipalities will be responsible for day shelters, as needed.

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II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES. Waldo County's incident priorities for a hurricane emergency include:

1. Support public safety with situational information and resource coordination.
2. Promote the safety and accountability of all responders.
3. Protect property.
4. Provide support to people needing shelter, food, water and other life necessities.
5. Repair damaged utilities and transportation resources.

B. INCIDENT OBJECTIVES. Waldo County's incident objectives for a hurricane emergency include:

1. Repair the public safety communications system.
2. Maintain a proactive link with municipal emergency directors.
3. Warn and protect the public in the impacted areas.
4. Build situational awareness of the damage, destruction and needs.
5. Maintain a proactive link with Central Maine Power, area phone companies and fuel companies.

C. INCIDENT TACTICS. Waldo County's incident tactics for a hurricane emergency include:

1. Alert the town EM directors and the fire departments.
2. Initiate public warning systems and contact the media to broadcast public information to the public regarding protective actions.
3. Request and provide situation reports from and to the town emergency directors.
4. Gather Request for Resource forms from the town emergency directors.
5. Monitor and update EMA common operating picture systems.
6. Track all response and support resources.
7. Coordinate with the ARC about staffing and logistical support for mass care.
8. Coordinate with local gas stations, fuel transporters and fuel supply depots for emergency supplies.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. The National Weather Service (NWS) office in will contact the Maine Emergency Management Agency (MEMA) when the NWS forecasts a significant possibility that a hurricane will affect Maine. MEMA will initiate a conference call with the county EMA offices. The NWS will issue two types of storm alerts.

- a. A *storm watch* indicates that a severe storm is possible in the area within 36 hours.
- b. A *storm warning* indicates that a severe storm is possible in the area within 24 hours.

2. When notified of a storm watch, the County EMA will alert the town emergency management directors through telephone alerts, pager alerts, and e-mails to begin assessing their current situation and consider taking precautionary measures. The County EMA will follow up with those towns that do not acknowledge the alert within two hours. The County EMA will track the progress of the storm on HVX, the NWS website and televised news reports and will notify the municipal offices and emergency management directors of major changes.

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3. When notified of a storm warning, the County EMA will activate the County Emergency Operations Center (EOC) at Level 3 (see Annex A) and will monitor the state response through WebEOC. All County generators will be test run. County EOC staff will be placed on standby. The County EOC will alert the town emergency management directors to consider activating their town EOCs. Radio tests will be completed with all town EOCs.
4. The County EOC Manager will set up a conference call with town officials and emergency management directors to discuss preparations, potential resource requests, evacuation plans and shelter plans, and to coordinate communication checks.
5. When the storm is 12 hours out from landfall, the County EOC Manager will raise the County EOC to Level 2 status. The EOC Manager will contact the County Commissioners to discuss elevating the County EOC to a fully staffed Level 1 within six hours before landfall. Two 8-hour shifts will be established during mostly daylight hours. At night, the EOC will be staffed by a Watch Officer and Radio Operator to monitor the status of the storm.
6. Prior to landfall, the County EOC may begin to operate on a 16-hour basis, depending on the speed, location and severity of the storm. Primary concern will be to maintain communications with the town EOCs, gain situational awareness, develop a common operating picture (using WebEOC, D4H™ IM or a manual board process) and compile reports to the State EOC. Preplanning will begin to develop post-event objectives and tactics and identify potential resource needs. The County EOC will determine which ARC-supported shelters will be activated.
7. Each town will be responsible for conducting debris clearance, damage assessment and town road closings. During a major storm, additional resources will be requested as needed. Town fire departments may be able to help clear tree debris from roadways.
8. The Maine National Guard and Maine Department of Transportation may be called upon to assist the towns with debris clearance. To acquire state resources for debris clearance, each town will provide resource requests to the County EOC, which will forward the requests to the State EOC.
9. At 8:00 a.m. and 3:00 p.m., a conference call will be initiated between the County EOC and the town EOCs. At 9:00 a.m. and 4:00 p.m., each town EOC will provide a situation report to the County EOC. Current weather conditions will be reported by the County and towns to the NWS office in Gray at 1-877-633-6772.
10. If only a small number of coastal residents and visitors require shelter, this may be provided in area commercial lodging. If a greater number of people require shelter, one or more mass care facilities will be established outside the danger areas. To accomplish this, the County EOC will submit shelter requests to the ARC.
11. After the storm has passed, town emergency directors will complete damage reports in support of public and individual assistance claims and send them to the County EOC, which will forward them to the State EOC.

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B. COMMUNICATIONS

1. Communications will be maintained between the County Regional Communications Center, the County EOC and the town EM directors. A major tropical storm or hurricane could damage telephone lines and cellular and radio towers. It is not likely, however, that all three resources will be out simultaneously over the entire County for lengthy periods of time. Emergency backup communications will be provided by public safety radio stations and repeaters and amateur radio volunteers.
2. The County EMA has mobile and portable radio repeater equipment that can be set up to establish a temporary hilltop radio repeater station, should any radio towers be damaged. Portable radio towers may also be requested.

C. EMERGENCY PUBLIC INFORMATION

The National Weather Service will announce storm warnings and watches via NOAA weather radio and local radio and television stations. The County EMA Director may initiate the Wireless Emergency Alert (WEA) system and contact MEMA to activate the Emergency Alert System (EAS), if it deems that warning or evacuation information is necessary for residents and tourists.

D. EMERGENCY POWER

The County EOC, Sheriff's Office, Regional Comm Center, Corrections Facilities and several radio tower sites all have propane-fired emergency generators. Contact will need to be made prior to landfall and following the storm to top off all the propane tanks.

IV. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION

1. All situational reporting will be accomplished using the MEMA Situation Report form, inputs to WebEOC, D4H™ IM, e-mails, or verbal reports.
2. All resource requests will be submitted by the requestor on the State of Maine Mutual Aid Agreement Resource Request form. County EOC staff will take the information verbally and then fill out the form.
3. Damage assessments will be submitted on MEMA Form 7.

B. LOGISTICS

Hard copies of all contact information are maintained and accessible at all times with the County Regional Communications Center (338-2040) and the County EMA (338-3870).

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ATTACHMENT 5: HAZARDOUS MATERIALS RELEASE

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. One hazard that could rapidly overwhelm public safety resources in the County will be an incident involving a release of hazardous materials (hazmat). Hazmat is defined as explosive, flammable, combustible, corrosive, oxidizing, toxic, infectious, or radioactive materials that, when released in sufficient quantities, put some portion of the general public in immediate danger from exposure, contact, inhalation, or ingestion.
2. The majority of first responders in Waldo County are only trained to the Hazardous Materials: First Responder/Awareness level. Most Waldo County responders will be limited to identifying and reporting the hazardous material, securing the area and requesting additional resources. Three town fire departments (Belfast, Northport, and West Frankfort) have the majority of their members at Operations level.
3. The vast majority of hazardous materials located in the County are petroleum products, including gasoline, diesel, kerosene, fuel oil, propane and natural gas. These materials are transported by oceangoing tankers, rail cars, pipelines and tractor trailer trucks. Large quantities are stored at the Irving and Sprague oil terminals at Mack Point in Searsport.
4. The primary extremely hazardous substances (EHS) in Waldo County are ammonia, anhydrous ammonia, and sulfuric acid. These are primarily corrosive substances that will only travel far from their containers if in gaseous form. The worst case scenario will be people in the vicinity who inhale ammonia in a downwind cloud plume.
5. Hazardous materials could be released in the County in Penobscot Bay, at a fixed facility, from a pipeline, or by cargo trucks. The County has 13 EHS facilities, 55 non-EHS hazmat facilities, one natural gas pipeline, two petroleum pipelines and the traffic corridors of U.S. Routes 1 and 1A and State Routes 9, 137, and 220.
6. The worst case scenario for a fixed facility is a release of ammonia. The Penobscot McCrum Frozen Foods facility is located near Belfast's downtown and across the harbor from Harbor Hill, the largest nursing home in the County. A PMFF storage facility is located a short distance from the County Hospital.
7. The worst case scenario for a transportation incident would be a release of aqueous ammonia near a nursing home; the three largest of which are located near U.S. Route 1.

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8. The following EHS facilities exist in Waldo County.

EHS facility	Location	EHS materials	Quantity (lbs.)
GAC Corp.	34 Kidder Road, Searsport	Anhydrous ammonia	480,000
		Aqueous ammonia	240,000
		Sulfuric acid	14,000,000
Penobscot-McCrum LLC	28 Pierce St, Belfast	Anhydrous ammonia	14,500
		Sulfuric Acid (batteries)	1,000
	2 Front Street, Belfast	Anhydrous ammonia	2,500
		Sulfuric Acid (batteries)	196
Bank of America	11 Schoodic Road, Belfast	Sulfuric acid (batteries)	2,700
AthenaHealth	3 Hatley Road, Belfast	Sulfuric acid (batteries)	16,000
Consolidated Com – Belfast	42 Waldo Ave, Belfast	Sulfuric acid (batteries)	1,400
Consolidated Com – Monroe	20 Swan Lake Ave, Monroe	Sulfuric acid (batteries)	620
Consolidated Com – Morrill	213 South Main St, Morrill	Sulfuric acid (batteries)	1,500
Consolidated Com – Searsport	Prospect St, Searsport	Sulfuric acid (batteries)	620
Consolidated Com – Winterport	42 Oak St, Winterport	Sulfuric acid (batteries)	620
US Cellular – Northport	297 Atlantic Hwy, Northport	Sulfuric acid (batteries)	800
Irving Terminal	52 Station Ave, Searsport	Sulfuric acid (batteries)	580
Pride Manufacturing	10 North Main St, Burnham	Sulfuric acid (batteries)	1050

10. The following transportation routes are used to move EHS in Waldo County.

EHS	Municipalities through which it is transported	Route
Ammonia	Winterport, Frankfort, Prospect, Stockton Springs and Searsport	CPR Railway ¹
	Belfast, Belmont, Morrill, Searsmont, Montville, Liberty and Palermo	State Route 3
	Stockton Springs, Prospect, Frankfort and Winterport	U.S. 1A
	Searsport, Stockton Springs	U.S. 1
Anhydrous ammonia	Belfast, Belmont, Morrill, Searsmont, Montville, Liberty and Palermo	State Route 3
	Belfast, Waldo, Brooks, Knox, Freedom, Palermo, Thorndike, Unity	Rte 137/220
Sulfuric acid	Belfast, Searsport, Stockton Springs and Prospect	U.S. 1
	Palermo, Liberty, Montville, Searsmont, Morrill and Belmont	State Route 3
	Belfast, Waldo, Brooks, Knox, Freedom, Palermo, Thorndike, Unity	Rte 137/220
Sodium Hydroxide	Belfast, Waldo, Brooks, Knox, Freedom, Palermo, Thorndike, Unity	Rte 137/220
	Palermo, Liberty, Montville, Searsmont, Morrill and Belmont	State Route 3

¹ Canadian Pacific Railway

11. Approximately 90-95% of all hazardous materials are petroleum products which are transported over every road in the County. Most homes receive heating oil and/or propane shipments. There are 32 retail gas stations in the County, which are located in every corner of the County.

Waldo County Emergency Operations Plan

B. ASSUMPTIONS

1. There are no facilities that, by virtue of their proximity to facilities with EHS, which could contribute additional risk to these EHS facilities. See Maps on pages 7-4 thru 7-7. The EHS facilities do have vulnerabilities due to natural disasters (such as hurricanes or tornadoes) or man-made incidents (such as transportation accidents, civil disturbances, physical attacks, or fires within the facility).
2. The EHS with the worst inhalation hazard and the greatest protective action distances is ammonia. Ammonia is stored at GAC Corp. and Penobscot McCrum Frozen Foods.
3. For the purpose of determining which facilities may be subject to additional risk due to their proximity to EHS facilities, only those EHS that can cause an inhalation hazard beyond the EHS facility itself are considered.
4. Those local facilities and areas that are subject to additional risk, due to their proximity to EHS facilities located in the County, include:

EHS Facility	Facilities At Risk
GAC	Sprague Oil Terminal/Irving Oil Village at Stockton Harbor residential condos Rural Residential Homes and several small businesses
Penobscot McCrum Frozen Foods	Belfast Center Facility Belfast Area High School East Belfast Elementary School Captain Albert Stevens Elementary School Troy Howard Middle School Entire Downtown Belfast and Waterfront All of the Businesses in and around Hannaford and Renys MBNA and AthenaHealth Belfast Airport Waldo County YMCA Residential Homes and several small businesses

5. The maps that follow on the next four pages, illustrate the protection distances around the Ammonia facilities in the County. The number of the estimated population likely to be affected by a release from an Ammonia facility is indicated in the maps. These numbers are estimates, since the census information is not granular enough (each municipality is a census block in its entirety).

Ammonia Facilities Isolation and Protect Zones

GAC

68°54'0"W

68°53'0"W

68°52'0"W



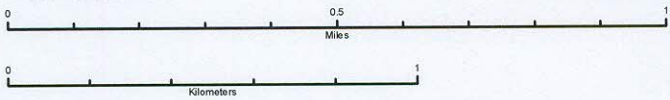
44°28'0"N

44°28'0"N

68°54'0"W

68°53'0"W

68°52'0"W

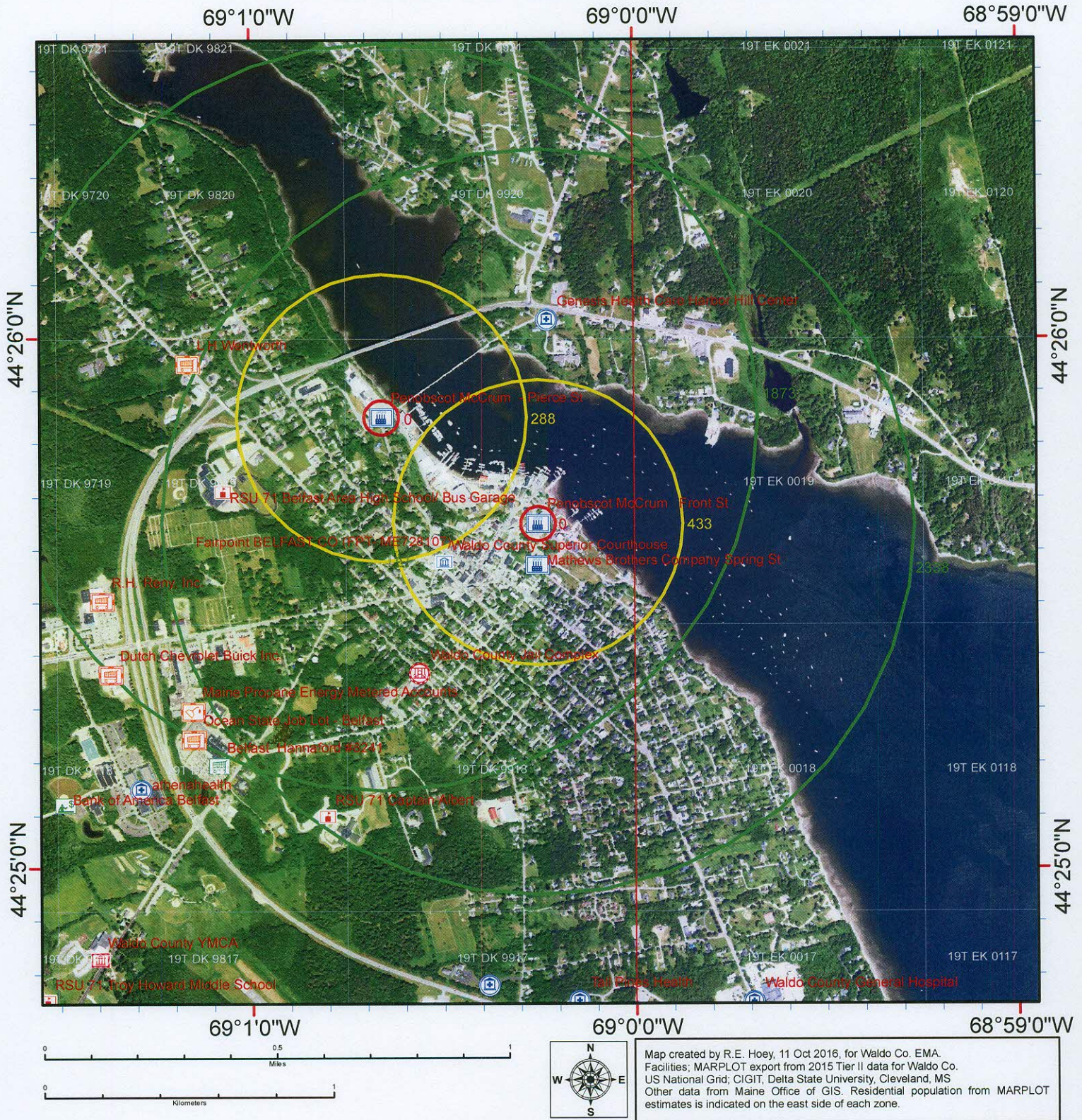


Map created by R.E. Hoey, 11 Oct 2016, for Waldo Co. EMA. Facilities; MARPLOT export from 2015 Tier II data for Waldo Co. US National Grid; CIGIT, Delta State University, Cleveland, MS. Other data from Maine Office of GIS. Residential population from MARPLOT estimates is indicated on the east side of each zone.

Facilities	Petroleum	Protect downwind 0.3 Mi. Day
DOT	USNG 1000m Grid	Isolate 200 Ft. All directions
Industrial	Protect downwind 0.8 Mi. Night	

Ammonia Facilities Isolation and Protect Zones

Penobscot McCrum, Front St.



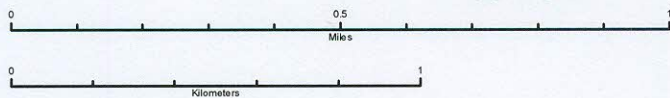
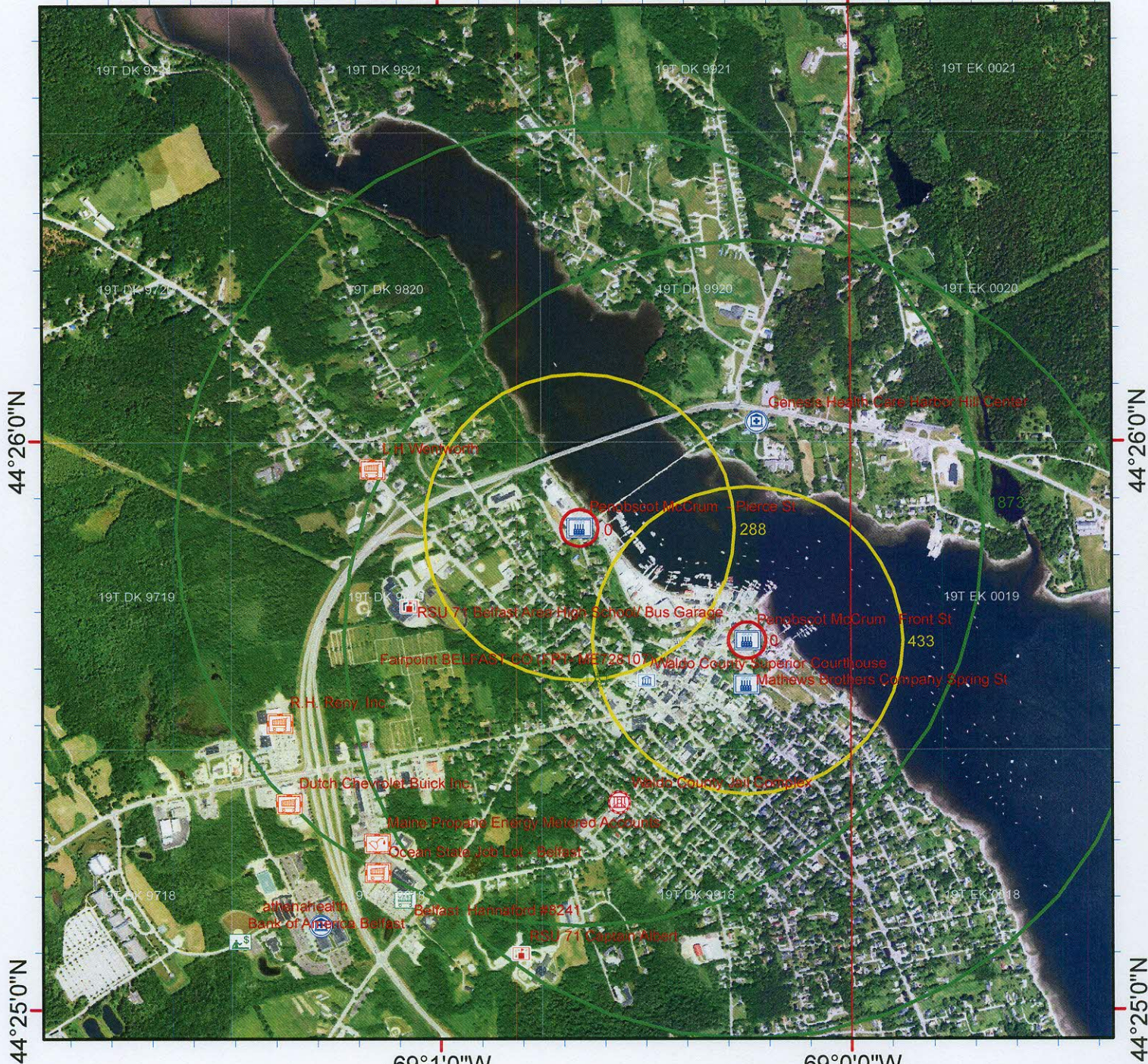
Facilities		Public Venue		USNG 1000m Grid	
	Court		Industrial		Protect Downwind 0.8 Mi. Night
	Financial		Jail		Protect Downwind 0.3 Mi. Day
	Food		Petroleum		Isolate 200 Ft. All directions
			Retail		
			School		
			Telecommunication		

Ammonia Facilities Isolation and Protect Zones

Penobscot McCrum, Pierce St.

69°1'0"W

69°0'0"W



Map created by R.E. Hoey, 11 Oct 2016, for Waldo Co. EMA. Facilities; MARPLOT export from 2015 Tier II data for Waldo Co. US National Grid; CIGIT, Delta State University, Cleveland, MS. Other data from Maine Office of GIS. Residential population from MARPLOT estimates is indicated on the east side of each zone.

Facilities	
	Health Care
	Retail
	Court
	Industrial
	School
	Financial
	Jail
	Telecommunication
	Food
	Petroleum
	USNG 1000m Grid
	Protect Downwind 0.8 Mi. Night
	Protect Downwind 0.3 Mi. Day
	Isolate 200 Ft. All directions

Waldo County Emergency Operations Plan

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES. The County's incident priorities for a hazardous materials emergency include the following:

1. Promote the public safety.
2. Promote the safety and accountability of all responders.
3. Protect the environment and property.
4. Contain the release and stabilize the incident.
5. Ensure cleanup and recovery of the hazardous materials.

B. INCIDENT OBJECTIVES. The County's incident objectives for a hazardous materials emergency include the following:

1. Alert all needed first responders and emergency managers.
2. Ensure that first responders are aware of all the hazards and are taking appropriate measures.
3. Warn and protect the public in the isolation and protection zones once the Incident Commander (IC) determines what those zones are.
4. Request additional resources once the IC determines the incident is beyond local control.
5. Initiate actions to contain and/or stop the hazmat release.
6. Request the Department of Environmental Protection (DEP) and the party responsible for the spill to initiate actions to clean up the release.

C. INCIDENT TACTICS. The County's incident tactics for a hazardous materials emergency include the following:

1. Alert the Belfast and West Frankfort fire departments and DEP.
2. Ensure that all first responders have appropriate personal protective equipment, firefighting equipment, and hazmat equipment.
3. Utilize meters to identify the hazmat and its concentrations.
4. Utilize the County Incident Management Assistance Team (IMAT) to help manage and respond to the incident.
5. Contact the news media and use public warning systems to inform the public on the specifics of the hazmat release and the protective actions to take.
6. Shut down all roads that responders will be working from or that may have hazmat hazards.
7. The IC will build a situational awareness and common operating picture that will include all units and personnel on scene, hazmat agent specifics, communication plans and incident facility locations.

Waldo County Emergency Operations Plan

D. DETERMINING AREAS LIKELY TO BE AFFECTED

1. Should an EHS facility with an off-site consequence, have a release of an extremely hazardous substance, the facility emergency coordinator will utilize the current situational information (location of release, quantity released, which chemical, and environmental conditions) to development a quick assessment of what may have been impacted by the release.

EHS Facility	Facility Plan Location	Method
GAC	Not indicated	None determined
Penobscot McCrum	Pages 3, 9	ERG

2. Waldo County EMA and IMAT will utilize the U.S. DOT *Emergency Response Guide* (ERG), and the WebWiser and CAMEO/ALOHA computer applications to make an estimate of what may have been impacted by the release.

E. NOTIFICATION

1. The County EMA Director is also the County Emergency Coordinator, as appointed by the Waldo County Local Emergency Planning Committee (LEPC).

2. There is almost never a warning prior to the accidental release of a hazardous material. The facility manager, transporter, or first responders will be the first on scene who have the capability to identify the incident as involving hazardous materials. The facility manager or IC must notify and report the incident specifics, using the Maine AR-1 Form, to the County Regional Communication Center (RCC) by phone or fax, so that other responders and emergency managers may take appropriate actions. If the facility manager or IC do not have the form, the RCC will need to request the specific information needed. The RCC will notify the County Emergency Management Agency (EMA) and the Maine State Police and DEP. By statute, the EHS facility emergency coordinator is required to notify the National Response Center (1-800-424-8802), the SERC, the DEP and the LEPC.

3. Each facility that is required to report to the Tier II program has identified a Facility Emergency Coordinator (FEC). A listing of the EHS facilities, their respective FECs and their contact information is located in the excel file titled "Waldo Resource Database" which is located in the computer folder W://5 – Resource Management. Print outs of this information is kept in binders in the County EOC and with the Director and Deputy Director. Names of individuals and their contact information will not be published in this plan.

F. RESPONSE

1. The County RCC will receive calls, elicit information, dispatch first responders, relay information to first responders prior to their arrival on scene, and make notifications.

2. First responders will make an initial assessment when they arrive on scene. The senior responder will assume Incident Command, establish an Incident Command Post in an area that is outside the protective (hot and warm) zones, and warn others of these hazards.

3. First responders will perform any obvious rescues as the incident permits without putting themselves in severe danger.

Waldo County Emergency Operations Plan

4. Incident Command will notify Waldo County General Hospital that it will be receiving victims who may have been exposed to hazardous materials.

5. Belfast and West Frankfort fire departments have some limited operations-level Hazardous Materials response capability. Belfast FD's capability is primarily for an Ammonia release.

6. Should additional hazmat support be needed, especially if there is a need for a technician-level team, the IC will contact the County EMA through the RCC. The County EMA will contact the MEMA Duty Officer who will coordinate with DEP on which team is available for deployment. In the event that DEP determines a RRT or DST is needed, these teams will coordinate cost recovery with DEP to ensure the responsible party will reimburse those costs. The County EMA will continue to provide the MEMA Duty Officer with incident specifics and will make additional resource requests.

7. Most of the EHS facilities have Facility Emergency Response Plans (ERPs), although they all have different titles for these plans and use different formats. This plan identifies which facilities have plans, the current dates and the plan titles. These plans will be referenced for the methods and procedures used by these facilities to respond to a chemical release.

EHS Facility	Plan Title	Current Date
GAC	Integrated Contingency Plan	December 2020
Penobscot McCrum	Emergency Response Plan	October 10, 2017
Bank of America	HazMat Emergency Response Plan	May 10, 2016
AthenaHealth	HazMat Emergency Response Plan	June 2, 2009
Consolidated Communications	Central Office Emergency Response Plan	Dec 16, 2010
U.S. Cellular	<i>No plan</i>	
Irving Terminal	Integrated Facility Response Plan	August 2015
Pride Manufacturing	Contingency Plan for All Emergencies	August 8, 2016

8. **EHS Facility Equipment:** On-site emergency response equipment is located in the following plans.

EHS Facility	Plan Title	Location in Plan (page)
GAC	Integrated Contingency Plan	A3-27, 37, 38
Penobscot McCrum	Emergency Response Plan	39
Bank of America	HazMat Emergency Response Plan	29
AthenaHealth	HazMat Emergency Response Plan	30
Consolidated Communications	Central Office Emergency Response Plan	None
Irving Terminal	Integrated Facility Response Plan	Annex 2
Pride Manufacturing	Contingency Plan for All Emergencies	3

9. The only facility that has the capability of responding offsite is GAC and they will only respond to transportation accidents involving one of their trucks. GAC maintains a fully-equipped team capable of handling an incident involving their chemicals. Penobscot McCrum maintains personnel protective equipment (PPE), on site decontamination equipment and monitor meters for ammonia. The rest of the EHS facilities have lead acid batteries which are located within secure rooms and have little or no offsite consequence. The "battery" facilities have contractors from outside the County who will be brought on site to clean up a spill involving battery sulfuric acid.

Waldo County Emergency Operations Plan

10. Two of the EHS facilities provide some level of supplemental support to local community resources. GAC provides response and recovery assets for offsite spills involving one of their chemical trucks. Penobscot McCrum Frozen Foods has provided hazardous materials PPE, basic decontamination equipment and monitoring equipment to the Belfast Fire Department.

G. PROTECTIVE ACTIONS

1. The *initial isolation zone* around a hazmat release is the area in which people may be exposed to dangerous (upwind) and life-threatening (downwind) concentrations of the material. The *protective action zone* is the area downwind from the release in which people may become incapacitated and unable to take protective action and/or incur serious or irreversible health effects.

2. None of the fire departments or EHS facilities in Waldo County have on-scene computerized systems for determining initial isolation zones or protective action zones. The Incident Commander will utilize the latest version of the *Emergency Response Guidebook* to roughly determine these zones. If the County IMAT or a Regional Response Team is on scene, a protective action zone might be computed using the ALOHA (Areal Locations of Hazardous Atmospheres) or WebWiser software. Additionally, air monitoring equipment that several Fire Departments have will be used to determine the extent of the release.

3. The *Emergency Response Guidebook's* Table of Initial Isolation and Protective Action Distances suggests distances useful to protect people from vapors resulting from hazmat spills that are considered toxic by inhalation or that produce toxic gases upon contact with water. The Table provides first responders with initial guidance until technically qualified emergency response personnel are available. Distances refer to areas likely to be affected during the first 30 minutes after a spill; they could increase with time.

4. Evacuation may be required from inside the perimeter of the scene to guard against further casualties from contamination by the hazardous material. Evacuations will be authorized and initiated by the Incident Commander. The Incident Commander will coordinate with other communities and counties that may be impacted by the evacuation.

5. There are no established evacuation routes in Waldo County because the population density does not require special routes. Evacuation requests will encourage residents to use all roads, upwind or crosswind, leading out of the protective action zone.

6. Evacuations of local schools, assisted living centers, day care facilities, businesses, the County jail and Waldo County General Hospital will be conducted in accordance with their own procedures and policies. The Incident Commander, RCC or County EMA will contact the jail, hospital and school representatives and recommend evacuations as needed.

7. Local officials will only request people evacuate an area (there is no local authority to require people to evacuate) should there be an actual release and then only to the geographic extent determined to be outside the protective action distance. This plan does not differentiate between an "evacuation" or a "precautionary evacuation". If there is a potential threat to the public, the public will be asked to evacuate.

Waldo County Emergency Operations Plan

8. Law enforcement officials will cordon off the hazard area and will reopen the affected areas once the hazard has passed. The Incident Commander will authorize the return of people back to the evacuated area when it is determined to be safe. Hazardous materials response officials will assess the situation and advise the IC when it is safe to re-enter the evacuated areas. A primary method will be to use area and point monitoring to determine if concentrations of the released chemical remains in the area.

9. Sheltering in place may be appropriate if the hazmat release is expected to be cleared quickly or if for any reason it is considered safer to remain in place than to evacuate. This could include when the leak is very fast, the material released has a low health hazard, a migrating toxic vapor cloud could quickly overtake people during an evacuation, or evacuation would create other problems that would outweigh its usefulness. During sheltering in place, people make the building they are in as safe as possible to protect themselves until help arrives. Its goal is to minimize exposure to the dangerous substances by using a structure and its indoor atmosphere to temporarily separate people from a hazardous outdoor atmosphere. Over time, small cracks in buildings will allow contaminated air to enter, and some exposure will occur. But if properly undertaken, sheltering in place can provide substantial protection from doses high enough to cause injury.

10. Sheltering in place will be authorized and initiated by the Incident Commander, town civil authorities, or a County or town emergency management director. Directions to the public to shelter in place will be accomplished by using public warning system as described in Annex C.

H. HEALTH AND MEDICAL

1. Issues during a hazmat incident include decontamination, safety of victims and responders, and the choice of sheltering in place versus evacuation. Local hospital and emergency medical services (EMS) personnel should anticipate the need to handle large numbers of people who may or may not be contaminated but who are fearful about their medical well-being.

2. The Incident Commander will identify locations for setup of gross decontamination. All victims requiring transport to area hospitals will be gross decontaminated prior to loading into ambulances. The IC or designated representative will contact the receiving hospital to provide all information on the chemical exposures. The Waldo County General Hospital can staff, set up and operate a stationary detailed decontamination system.

I. RECOVERY

1. All recovery operations are the responsibility of the spiller of the hazardous material. Response agencies should submit all costs involved in the incident to the Incident Commander, who will consolidate all costs into one package to be given to the spiller. The Maine DEP may be able to assist with this process.

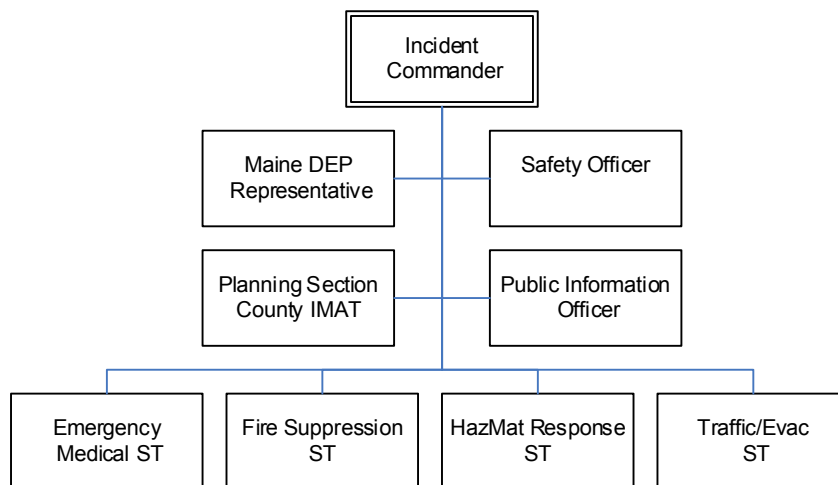
2. The Maine DEP will assume oversight of a cleanup operation that resulted from a chemical release. The town government will work with DEP and the spiller to return property to a satisfactory state. The County will have no involvement in cleanup operations.

Waldo County Emergency Operations Plan

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. As described in Annex A, the National Incident Management System (NIMS) Incident Command System (ICS) will be used for all on-scene command and control operations. In accordance with SARA (Superfund Amendments and Reauthorization Act) Title III, each municipality will designate a community emergency coordinator who will make determinations necessary to implement the plan. In most communities, these responsibilities will be given to the Fire Chief acting as the Incident Commander. The County EMA Director is designated as the county emergency coordinator by the LEPC. The EMA Director may activate the County Emergency Operations Center (EOC) or assist and advise the municipal Incident Commander on scene.
2. Each EHS facility has identified a Facility Emergency Coordinator. This individual will assist and advise the Incident Commander and will be incorporated within the ICS on scene. The Facility Coordinator is responsible for providing updates to the IC and the County LEPC.
3. The Fire Chief from the community in which the hazmat release occurred will assume incident command. Waldo County EMA and IMAT may provide assistance and complete resource requests for the Incident Commander.
4. In instances of propane releases or propane fires and explosions, localized evacuations will be necessary. This will be handled by the local fire department and law enforcement.
5. The Maine DEP will be immediately informed by either the County RCC or the County EMA of any hazmat releases, including any potential release of petroleum from car accidents.



Typical hazmat incident command structure

Waldo County Emergency Operations Plan

B. COMMUNICATIONS

1. In the event of a hazmat incident, rapid communication is important to ensure a prompt and coordinated response. Communications must be maintained between the County RCC, the first responders, the hospital emergency room(s), and the County EMA.
2. First responders will rely primarily on radio communications, augmented by cellular phones. The County EMA will communicate with the Incident Commander by radio or phone.
3. All radio communication traffic will be managed by the County RCC. The Incident Commander, with assistance from the County IMAT, will immediately develop or delegate the development of an incident communications plan to reduce confusion in radio traffic.

C. EMERGENCY PUBLIC INFORMATION

1. The flow of accurate and timely emergency information is critical to the protection of lives and property immediately following a hazmat release.
2. Public warning may be accomplished using the Wireless Emergency Alert (WEA) system, the Emergency Alert System (EAS), requests to broadcast radio and TV stations, door-to-door visits, or mobile or portable public address systems operated by personnel under the direction of the IC.
3. Broadcast radio and TV stations will be the public's primary source of information during the emergency. The County EMA will immediately contact regional television and radio stations and make information to safeguard the public available for broadcast. This information will include the following:
 - a. Information about health hazards associated with the hazmat incident
 - b. Instructions on personal protective actions, including sheltering in place
 - c. Event-specific instructions and information (e.g., evacuations and road closures)

IV. ADMINISTRATION AND LOGISTICS

A. ADMINISTRATION. All hazmat release reporting will be accomplished using MEMA Form AR-1, which should be located on every emergency vehicle in the county.

B. LOGISTICS

1. All resource contact information is maintained in a EMA computer database, located at W:\5 - Resource Mmgmt\Waldo Resource Database.xls. Hard-copy lists of all contact information are maintained and accessible at all times at the County EMA.
2. Of the thirteen EHS facilities in Waldo County, GAC, Penobscot McCrum and Consolidated Communications have some level of emergency response personnel and equipment, with GAC being the most capable. These assets are primarily limited to on-site hazmat operations. However, GAC is able to respond off-site to a tank truck spill involving a GAC truck.

Waldo County Emergency Operations Plan

3. The Waldo County Incident Management Assistance Team (IMAT) stores on its mobile command van all of the emergency plans for the EHS facilities. These plans include the emergency contact information, site and facility plans and MSDS for the chemicals located at those facilities.

4. Training and Exercises.

a. All County hazardous materials response training and exercises will be determined using the County Annual Integrated Preparedness Plan, local fire department requests for training and the State's Multi-Year Training and Exercise Plan. All County exercise and training activities and schedules are recorded in the County D4H™ Readiness online database.

b. The County EMA will complete at least one hazardous materials release scenario exercise per year. This will be either a tabletop or a full scale exercise.

c. Local Fire and EMS personnel are required by the Bureau of Labor Standards to be current on Hazardous Materials: Awareness Level. This is typically accomplished in house by each Department. The County LEPC pays for up to 50 students to attend Hazardous Materials: Operations Level Refresher each year.

V. AUTHORITIES AND REFERENCES

- Superfund Amendments and Reauthorization Act) Title III
- Comprehensive Environmental Response, Compensation, & Liability Act of 1980 (CERCLA)
- Emergency Planning and Community Right-To-Knox Act of 1986 (EPCRA)

Waldo County Emergency Operations Plan

ATTACHMENT 6: FLOODING

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. The majority of flooding in Waldo County is caused by runoff in the spring. If Maine has a good amount of snowfall during the winter and the spring is warm and rainy, the snow pack melts off quicker than the watersheds can handle, causing local wetlands and water bodies to overflow their boundaries and flood nearby roads and structures. Erosion of local gravel roads is the primary type of damage.
2. There are two major rivers located in or along Waldo County. The Penobscot River borders the towns of Winterport, Frankfort, Prospect and Stockton Springs. There are no dams on the Penobscot River in Waldo County, although there are a number of large dams upstream in Penobscot and Piscataquis counties. If the Ripogenus or North Twin or another large dam in Penobscot County were to catastrophically fail, it would take around 40 hours for the flooding to reach Waldo County. The other river is the Sebasticook River, which flows through Burnham. Most of the land area near this river consists of bogs on which flooding is unlikely to have an impact. If the Burnham Dam failed, little damage would occur in Burnham or Waldo County.
3. The majority of the dams in Waldo County are small and their breach would not have a major flooding impact on Waldo County towns. The St. George Dam could damage State Route 220 in Liberty, and the Freedom Dam could damage the Pleasant Street Bridge and State Route 137 in Freedom.
4. Most of the population of Waldo County resides in the coastal communities which could be impacted by high winds created by a severe tropical storm or hurricane. Much of the coast is occupied by high end single family residential structures that are susceptible to storm surge. The towns of Stockton Springs, Searsport, Belfast, Northport, Lincolnville and Islesboro all have inhabited coastlines. The flooding caused by storm surges has also aggravated coastal erosion problems. Those areas in the County that could be impacted by hurricane storm surge and would need to be warned would include:

Belfast
All Occupied Coastal Shore Properties
Front Street
Moorings Campground
Colonial Gable Oceanfront Village
Frankfort
Village (Church, Town Office, Post Office and adjoining residences)
Brooklyn Road
Islesboro
All Occupied Coastal Shore Properties
Ferry Terminal
Lincolnville
Lincolnville Beach
Northport
Bayside Occupied Coastal Shore Properties

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Searsport
Cottage Street
Shoreside Lane
Moose Point State Park & Searsport Shores Ocean Camping
Town Pier
Sprague Terminal
Stockton Springs
All Occupied Coastal Shore Properties on Cape Jellison and Mill Pond Area
Sandy Point Beach Park
Stockton Harbor
Fort Point
Winterport
River side of Water Street

5. Waldo County is subject to flash flooding; but builds slowly over one to two days. Residents of old learned to build their homes out of the flood zones and flood ordinances today restrict development in flood zones. However, new residential construction is being built in hurricane surge inundation areas with no restrictions. Hurricane storm surge flooding occurs along coastal areas as the hurricane winds push high waves inland. Historically, Maine has experienced about a half dozen Category 1 hurricanes in each century.

6. Waldo County is subject to water overflowing the banks of streams, lakes and ponds; structural failure of dams; rapid accumulation of storm water; hurricane-caused storm surges; and erosion of shorelines. The primary concern with flooding is the rise in flood elevation in relation to topography and structures. Flooding can happen at any time of the year, but predominates in early spring due to melting snow, breakaway ice jams, and rainy weather patterns. Flooding may also occur during the summer due to a hurricane or severe tropical storm.

B. ASSUMPTIONS

1. Very few evacuations are expected due to the nature of flooding in Waldo County. A few localized residential and commercial evacuations may be necessary. These will be managed by the municipal fire departments and the affected individuals.
2. Because very few evacuations are expected, there will be only limited needs for sheltering affected families and individuals. These will be managed by the American Red Cross, which will work directly with the affected individuals. These evacuees may be sheltered in area hotels.

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES

1. Notify and evacuate potential flood victims.
2. Prevent drivers from driving through flooded roads.
3. Reduce damage to public roads and utilities.

Waldo County Emergency Operations Plan

B. INCIDENT OBJECTIVES

1. Contact all pre-identified residential and business occupants of areas with potential flooding and relay hazard information.
2. Erect signage and barricades at all flooded roads as the roads begin to flood.
3. Reduce the impact of flood waters on local roads.
4. Reduce the impact of flood waters on local utilities.

C. INCIDENT TACTICS

1. Contact the town governments to encourage the fire departments to visit those homes and businesses identified in the flood zones.
2. Ensure that all first responders walking near storm surge have appropriate life vests.
3. Acquire traffic control signage and barricading materials.
4. Complete emergency repairs to storm water management systems.
5. Divert and dike rising flood waters.
6. Maintain an effective situational awareness of flood locations.
7. Utilize public information alerting systems (see Annexes C and D).

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Each town will be responsible for conducting emergency response, evacuations, road closures, damage assessments, and recovery operations within its jurisdiction. When local resources have been exhausted or federal reimbursement is possible, each town will provide resource requests, situation reports, and state damage assessment forms to the Waldo County EOC for processing. The County EOC will consolidate the resource requests and damage reports from each municipality and forward them to the State EOC.

B. The National Weather Service (NWS) is responsible for providing up-to-date rainstorm and flood information. The County EMA will monitor the NWS and National Oceanic and Atmospheric Administration (NOAA) websites (<http://www.erh.noaa.gov/er/gyx/>), NOAA weather radio and television and radio news reports. This information is also monitored by the County RCC. Should there be a dam failure in Penobscot County, the County RCC will be contacted by the dam owner.

C. The County EMA will contact local emergency management directors and fire chiefs and local radio and television stations to notify the public of the expected elevation of the flood waters, instructions on when and where to evacuate and the status of road closures.

D. All responding entities will utilize the Incident Management Systems described in Annex A and the communications process described in Annex B. Public Information will utilize the processes described in Annex D.

E. Communications will be maintained between the County RCC and EOC and the municipal emergency management directors. Flooding is not likely to overload telephone lines, cellular telephones or two-way radios.

Waldo County Emergency Operations Plan

IV. ADMINISTRATION AND LOGISTICS

A. The County EOC will contact town civil authorities to determine the drinking water quality and sanitary conditions in their communities following a flood. The County EOC will request water test kits from the State EOC for distribution by the town offices. The County EOC will consolidate requests for public assistance and forward them to State EOC.

B. The County EOC will coordinate meetings between town road commissioners and officials from the Maine Department of Transportation (MDOT) and Federal Highway Administration to resolve road damage issues and keep abreast of detours and road closures in the County. MDOT will be tasked for signs, barricades and concrete jersey barriers.

C. The County EOC will organize tours of damaged areas in Waldo County for State and Federal representatives and the Governor.

D. Oil spills in basements and other environmental issues will be reported to the Maine Department of Environmental Protection at 1-800-482-0777.

Waldo County Emergency Operations Plan

ATTACHMENT 7: TERRORISM/MASS KILLINGS

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. Potential terrorist activities can include violent demonstrations, bombings, mass shootings, sabotage, assassinations, using large vehicles to run people over, or the use of nuclear/radiological, biological and chemical (NBC) agents.

2. Though the threat of terrorism throughout the world is significant, the threat of large scale terrorist threats within the County of Waldo is remote. The most likely form of terrorism in the County will be from either a “lone wolf” or from a small cell of American citizens who are espousing a certain form of political extremism. Of this type of terrorism, the most active domestic terrorist organizations in the U.S. are the Earth Liberation Front (ELF), the Animal Liberation Front (ALF) and the Anti-Fascists ANTIFA. The most likely targets in Waldo County would be to civilian populations at local colleges and schools, industrial plants, hospital/clinics, government office buildings, transportation infrastructure, water supplies and pipelines.

3. Terrorism aims to achieve a political or social goal by creating a climate of sustained fear and intimidation. Thus, public attention through the media is the main goal of any terrorist act.

4. Mass shootings in schools is occurring with terrifying regularity in the United States today, and Waldo County is not exempt from the likely possibility of a shooting in a local school. The most likely perpetrators of such an act will be a parent of a student, a student at the school, or a former employee.

4. The most effective way to evoke a climate of fear is to create a mass casualty incident using weapons of mass destruction (WMD). A WMD is defined as any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, disease organisms, radiation or radioactivity, or explosion or fire. WMD include conventional explosives, secondary explosive devices, and nuclear, biological, or chemical warfare agents. The latter may not be immediately obvious, making it difficult to determine when and where they have been released, who has been exposed, and what danger is present for first responders and medical staff. The key categories of WMD are described below.

a. **Conventional explosives** are by far the weapon of choice for terrorists. These devices are also used to kill, seriously injure, or incapacitate people through physiological effects and to destroy structures. The components are readily available, as are detailed instructions on constructing such a device. Improvised explosive devices are categorized as explosive or incendiary, and as employing high or low yield filler explosive materials to explode and/or cause fires. Explosions and fires also can be caused by projectiles and missiles, including aircraft used against high-profile targets such as buildings, monuments, and special events arenas. Bombs and firebombs, which are cheap and easily constructed, are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be planted near the scene of an initial explosion so that they may be detonated against the first responders.

Waldo County Emergency Operations Plan

b. **Chemical agents** are intended to kill, seriously injure, or incapacitate people through physiological effects. Hazardous industrial and military chemicals can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or more covert forms of dissemination. Early in an investigation, it may not be obvious whether an outbreak was caused by an infectious agent or a hazardous chemical; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may last longer in small, unventilated areas.

c. **Biological agents** are also intended to kill, seriously injure, or incapacitate people through physiological effects, though usually at a much slower rate than chemical agents. When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are (or subsequently become) infected may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. It may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by patient care providers and public health professionals. Victims of biological agent attack may serve as carriers of the disease and infect others.

d. **Nuclear/radiological weapons** are also intended to kill, seriously injure, or incapacitate people through physiological and psychological effects, though the rate of effect may vary. In a conventional explosion that disperses radioactive materials, known as a “dirty bomb,” the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device. The presence of a radiation hazard is difficult to ascertain unless responders have the proper detection equipment and have been trained to use it. A nuclear detonation is quite easy to ascertain, but the effects are magnitudes higher.

e. **Mass shootings** are the most predominant method of mass killing in the United States today. These attacks not only kill and wound a large number of people, but also psychologically devastate the community through the loss of children, family and friends. Firearms are relatively easy to acquire and there are far too many people in our society today who suffer from mental health issues.

B. ASSUMPTIONS

1. Although a WMD incident is possible in Waldo County, it is considered unlikely. However, it is important to address WMD in planning because the consequences would be catastrophic.
2. A WMD attack may result in mass casualties, seriously affect short- and long-term health and safety, damage infrastructure, contaminate large areas, and cause extraordinary economic damage within the County. Since the Maine State Police have jurisdiction over major crime investigations, no formal declaration of emergency will be required to initiate a State response. Rather, assistance will be provided in response to a request based on the Incident Commander’s evaluation of the on-scene conditions.
3. Specialized WMD equipment and personnel may be required to determine the size of the affected area and whether the level of contamination presents an immediate or long-term health hazard. The 11th Civil Support Team (CST) in Waterville would be requested for any suspected NBC attack. This team has equipment to detect all forms of NBC agents.

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4. An incident may occur with little or no warning at a time of day that produces maximum casualties and causes widespread damage. In all cases, this plan assumes that facility security or local law enforcement will be incapable of preventing occupation or random attack and that the response capabilities of Waldo County will be quickly overwhelmed from the effects of a chemical, biological or nuclear attack.

5. Federal assistance may take several hours or more to reach the scene, making the initial response critical in asserting control and limiting the terrorists' attainment of their goals.

6. Response to a disaster can be divided into two categories: crisis management and consequence management. *Crisis management* includes measures to anticipate, prevent, and/or resolve a threatened or actual disaster. *Consequence management* includes measures to protect public health and safety after a disaster, restore essential government services, and provide emergency relief to governments, business, and individuals. Crisis management is typically a law enforcement issue, while consequence management is typically a fire department and emergency medical service issue.

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES. Waldo County's incident priorities for a terrorist attack include:

1. Life safety for incident victims and responders
2. WMD agent control and limiting the effects and spread of the WMD agent
3. Search for secondary devices or multiple gunman.
4. Deceased victim recovery
5. Scene security

B. INCIDENT OBJECTIVES. Waldo County's incident objectives for a terrorist attack include:

1. Dispatch all pre-identified first responders and emergency managers.
2. Make a determination that there are no WMD agents involved.
3. Ensure the health and safety of all first responders on scene.
4. Search for and locate all incident victims.
5. Decontaminate and rescue all incident victims.
6. Establish pollution control measures around the incident.
7. Recover the bodies of any deceased victims.

Waldo County Emergency Operations Plan

C. INCIDENT TACTICS. Waldo County's incident tactics for a terrorist attack include:

1. Determine if the explosion was the result of an adversarial attack or accidental.
2. Alert the statewide specialized WMD response teams.
3. Ensure that all first responders on scene have appropriate personal protective equipment for the hazard zone in which they are located.
4. Utilize a technician-level hazardous materials team to search for and locate incident victims.
5. Decontaminate, triage, treat and transport all patients.
6. Account for all victims and responders.
7. Designate mortuary collection sites.
8. Recover bodies of any deceased victims once the scene is decontaminated.

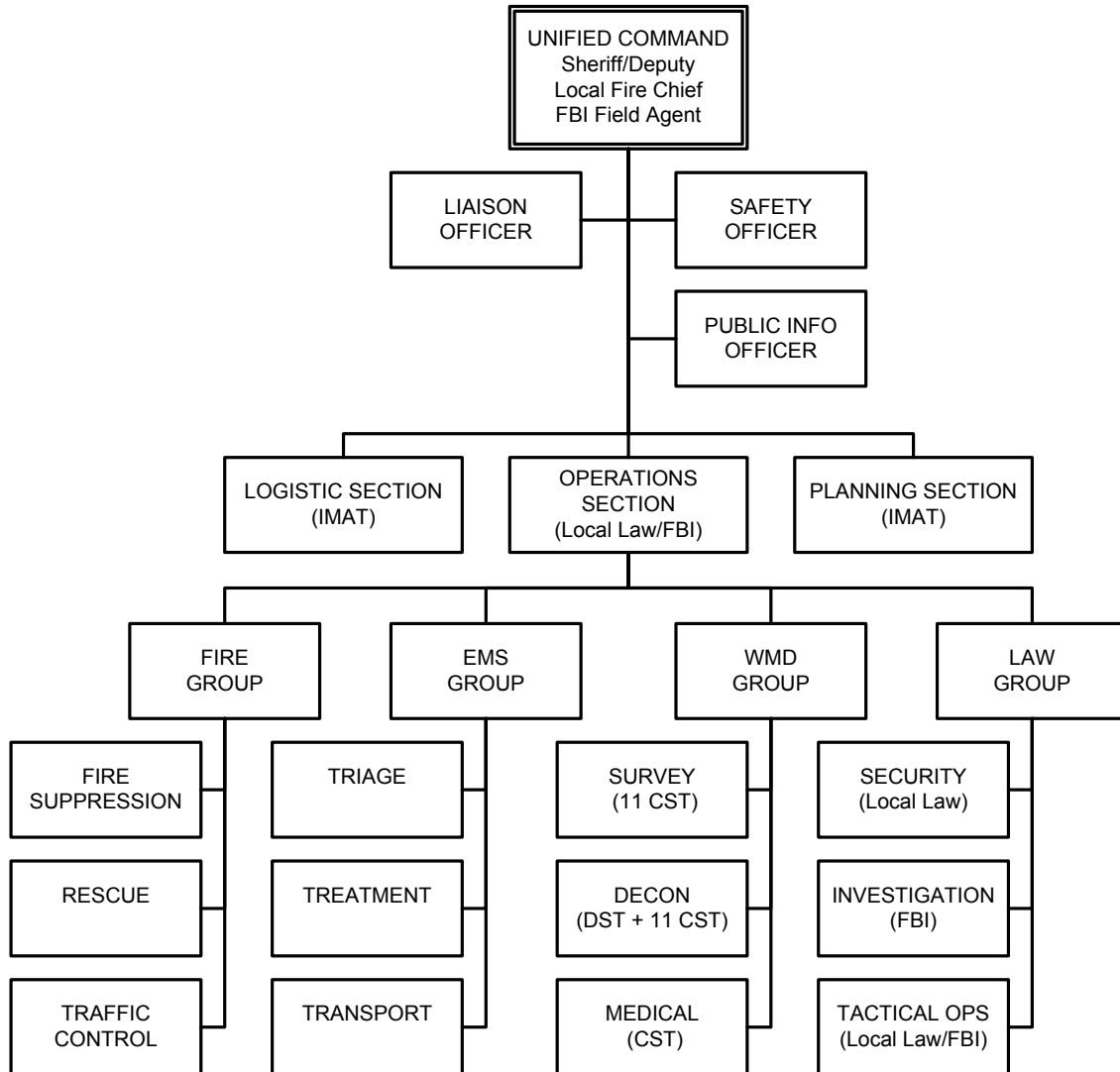
III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. Initially, the Incident Commander (IC) may not be aware that the incident is a terrorist attack and may believe that it is a hazardous materials accident. Once the IC has become aware that the incident is a terrorist attack, immediate notification must be made to the County Regional Communications Center (RCC). The RCC will notify the County EMA and Sheriff's Office and the Maine State Police (MSP). The MSP will notify the FBI.
2. As stated in the Basic Plan and Annex A, the Incident Command System (ICS) will be used for all County command and control operations. The primary difference in the command system between a terrorist incident and a large-scale hazardous materials accident is the high-level involvement of law enforcement. A terrorist attack could involve the Federal Bureau of Investigation (FBI) and Department of Homeland Security (DHS).
3. Initial unified command will be between local law enforcement and fire department officers. Eventually, State and Federal officials will assume leadership roles in the Unified Command.
4. The County EMA Director will activate the Waldo County Incident Management Assistance Team (IMAT), which is a Type 4 (county-level) team. The Director will also request IMAT assistance from the Maine Emergency Management Agency (MEMA) and adjacent counties. All local requests for aid during a terrorist incident will pass through the County EMA to MEMA.
5. The County RCC will receive calls, elicit information, dispatch first responders, relay information to first responders prior to their arrival on scene, and make notifications.
6. First responders will make an initial assessment when they arrive on scene. Most first responders in Waldo County are trained in hazardous materials awareness and will determine if the incident is a possible terrorist attack and if there is a potential for WMD involvement.

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7. The senior responder will assume IC, establish an incident command post in an area that is safe from potential secondary hazards/devices, and warn others to be alert for such hazards. The Incident Commander will establish a security perimeter and a credentialing system. The site of a terrorist incident is a crime scene as well as a disaster scene, although the protection of lives, health, and safety remains the top priority. Because of these considerations, as well as logistical control concerns, it is extremely important that the incident site and its perimeter be tightly controlled as soon as possible. As soon as local law enforcement and fire officer are on scene, the IC will transition to a Unified Command.



Typical Incident Command organization for a Terrorist Attack

8. First responders will perform any obvious rescues as circumstances permit without putting themselves in severe danger. Responders will begin triage and treatment of victims and attempt to identify the hazard agent.

9. Incident Command will notify the local hospitals that will be receiving the victims exposed to possible WMD agents. On scene law enforcement will ask the County RCC to contact the State Police to request notification of the FBI.

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10. The municipal officers will declare a local state of emergency. The County EMA Director may request that the Governor declare a County state of emergency.

11. Municipal, County, State and Federal law enforcement officials must develop a consensus “rules of engagement” early in the planning process to smooth the transition to Unified Command. The Unified Command Structure will facilitate both crisis management and consequence management, and will expand as additional support units and agency representatives arrive.

12. The FBI is the overall Lead Federal Agency for a domestic terrorist incident involving WMD and will lead all crisis management activities (including law enforcement) as a part of Unified Command. DHS is the lead agency for coordination of Federal support to State and local responders during consequence management activities.

13. During a terrorist incident, the field-level FBI responders will function at a Joint Operations Center. Representation within the Joint Operations Center will include officials from local, State and Federal agencies with specific roles in crisis and consequence management.

B. COMMUNICATIONS

1. In the event of a WMD incident, rapid communication is important to ensure a prompt and coordinated response. Communications must be maintained between the County RCC, the first responders, the hospital emergency room, and the municipal and County Emergency Operations Center (EOC). See Annex B for more information on Communications.

2. A terrorist attack is likely to overload non-dedicated telephone lines and cellular telephones. First responders will rely primarily on radio communications. The County EOC will communicate with the responders by radio and with other each other and other agencies by phone or radio. The Internet will be used as much as possible to pass large amounts of information in order to reduce the time on landline and cellular phones.

3. All radio communication traffic will be managed by the County RCC. The Incident Commander, with assistance from the County EOC, will establish communications and frequency protocols and assignments to reduce confusion on the radios. Currently, the County does not have radio interoperability problems; however, when State and Federal responders arrive, a new communications plan will need to be developed. There are four Mobile Command Vehicles located throughout the State. One or more of these vehicles may be requested by the County EMA Director to coordinate command, control and communications on scene.

4. Responders must be made aware of the danger of operating radios at the scene of a terrorist incident. Radio transmissions have the ability to detonate explosive devices. Responders should not transmit within 300 feet of the location of a suspected explosive device.

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C. WARNING

A WMD incident may be overt (immediately obvious) or covert (when the existence of an attack only gradually becomes clear, for example through a suspicious pattern of illnesses).

1. **Initial detection:** The initial assessment of an overt WMD terrorist attack will likely be made by municipal first responders or County or State law enforcement officers arriving at a mass casualty incident. A local medical facility may be the first to discover a covert biological attack, by recognizing a pattern of symptoms or syndromes. Detection of biological agents may not occur until days or weeks after exposed individuals have left the site of the release.

2. **Initial warning:** When an overt WMD incident has occurred, the initial call for help will likely come from the public to the County RCC. The caller may or may not identify the incident as a terrorist incident, but may state only that there was an explosion, a major accident, or a mass casualty incident. Information relayed through the RCC dispatcher prior to arrival of first responders on scene, as well as the initial assessment, will provide first responders with the basic data needed to respond to the incident.

3. **Investigation and containment of hazards:** First responders will provide initial assessment and scene surveillance of a hazard caused by a suspected act of WMD terrorism. The County EMA Director will contact MEMA to request a Regional Response Team and/or the 11th WMD Civil Support Team.

D. EMERGENCY PUBLIC INFORMATION

1. Terrorism or an attack is designed to create chaos, confusion, and public panic and to stress response resources at every level of government. Accurate and timely information, disseminated to the public and media immediately and often over the course of the response, is vital to minimize accomplishment of these terrorist objectives. Research has shown that accurate, consistent, and timely information calms anxieties and reduces problematic public responses, such as panic and spontaneous evacuations, that terrorists hope will hamper response efforts. The news media will be the public's primary source of information, from both official and other sources, over the course of the emergency.

2. The Waldo County EOC will immediately establish a media center and contact area television stations and local radio stations to provide information that can help safeguard the public from the hazard. In communicating with the media, the County EOC Manager or assigned Public Information Officer (PIO) will do the following:

- Focus on specific hazard-event-related information.
- Report positive news about emergency response efforts.
- Correct or verify rumors.
- Provide information on protective measures that the public can implement.

3. The PIO will need to link in with the State Joint Information Center (JIC) in order to ensure that "one message" is being released.

4. The County EMA Director will contact the Maine Department of Public Safety (DPS) Augusta Public Safety Answering Point (PSAP) and request an Emergency Alert System (EAS) message be transmitted.

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E. EVACUATION

1. Evacuation from the incident site may be required to prevent further contamination by the initial release of a WMD agent, the activation of secondary devices, or additional attacks targeting emergency responders.
2. Evacuations will be authorized and initiated by the Incident/Unified Command. The IC/UC must coordinate with the other communities and counties that may be affected by the evacuation. This can be accomplished through the County EOC.

F. SHELTERING IN PLACE

1. Temporary in-place sheltering may be appropriate if there is a short-duration release of hazardous materials or if it is determined to be safer for individuals to remain in place. Sheltering in place occurs when people make the place they are in as safe as possible to protect themselves until help arrives, or until the immediate danger passes. It uses a building and its indoor atmosphere to temporarily separate people from a hazardous outdoor atmosphere. Over time, small cracks in buildings will allow contaminated air to enter the indoor atmosphere, and some exposure will occur. But if properly undertaken, sheltering in place can provide substantial protection from doses high enough to cause injury.
2. The option of sheltering in place may be preferable when the WMD release is very fast, a migrating toxic cloud could quickly overtake unprotected or evacuating citizens, the material released has a low health hazard, or evacuation would create problems that would outweigh its usefulness.
3. Sheltering in place will be authorized and initiated by the Incident Commander. Directions to shelter in place will be communicated to the public using the EAS, NOAA weather radios and local TV and radio stations.

G. HEALTH AND MEDICAL SERVICES

1. Issues that may be different during a terrorist incident include decontamination, safety of victims and responders, the choice between evacuation and sheltering in place, and multi-hazard or multiple agents. Local hospitals and emergency medical personnel will be overwhelmed by the large number of casualties and by those who may or may not be contaminated but who are fearful about their medical well-being.
2. First responders may be entering an environment with biological or chemical agents, radioactive materials, or hazardous air pollutants from collapsed buildings. The Incident Commander will perform a risk assessment and modify standard protocols if the risk assessment so indicates.
3. The Incident Commander will identify locations for setup of decontamination stations and for mobile triage support. With assistance from the Maine DEP, Regional Response Team, or WMD Civil Support Team, the Incident Commander will determine safety perimeters appropriate to the type of agent used in the attack.
4. A midpoint or intermediary station may be needed to move victims out of the way of immediate harm and provide decontamination and general lifesaving support before evacuating them to a mass care location for further attention.

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5. Waldo County Hospital has the capability to handle a small number of contaminated casualties. However, it is vital that the IC notify the hospital(s) of the types of WMD agents used in the attack and the number of potentially contaminated victims.

IV. ADMINISTRATION AND LOGISTICS

A. In addition to the hazardous materials teams and decontamination strike teams located throughout the state, the following resources may be requested by the County EMA Director.

1. The **11th Civil Support Team (WMD)** can support civil authorities at a suspected terrorist incident involving potential chemical, biological, radiological, nuclear or high-yield explosive weapons, by identifying agents/substances, assessing current and projected consequences, advising on response measures, and assisting with requests for State support. Maine's 11th Civil Support Team (WMD) is located behind the Army National Guard Armory in Waterville. MEMA can authorize the activation of this team.

2. **State Fire Marshal's Office investigators** are sworn law enforcement officers responsible for conducting investigations into the origin and cause of fires and explosions. They represent the Attorney General's Office and can make arrests, write summonses, and conduct administrative and criminal search warrants throughout the investigation process. The State Fire Marshal's Office is located in Augusta.

3. The **Maine State Police Bomb Team** specializes in the detection, detonation, disablement, and removal of explosive devices. This team is located in Augusta.

4. The **Maine Center for Disease Control and Prevention** can advise on a range of public-health-related areas including epidemiology, medicine, veterinary medicine, toxicology, and health engineering. It can assist the response to a possible terrorist incident involving biological, chemical or radiological WMD in the following ways:

a. Investigation – providing public health expertise to determine the likely cause of an incident.

b. Consultation – providing public health recommendations for the management of the incident's effects on the population as a whole and on individual patients.

c. Communication – providing the means to deliver urgent health alerts and medical advisories to members of the medical community using blast-faxes, e-mails and a secure website; assisting emergency management officials in developing health advisories and educational messages for the general public.

d. Pharmaceutical stockpile administration – coordinating the distribution of pharmaceuticals and supplies from the Federal Centers for Disease Control stockpile.

B. A WMD or bioterrorist event will be beyond the response capabilities of Waldo County. It will become a statewide event. The Waldo County EMA will immediately request resources from MEMA and coordinate information and efforts between the municipalities, local medical facilities, and State agencies involved.

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ATTACHMENT 8: FOREST FIRES

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. Waldo County is subject to wildland fires in the form of forest fires. Nearly 90% of the County is forested. Additionally, due to the small town populations, town resources for wildland firefighting are very limited.
2. All parts of the County are subject to wildland fires. The major vulnerability is the wildland-urban interface, the thousands of homes that exist in close proximity to the forests.

B. ASSUMPTIONS

1. No single town in Waldo County has the personnel, equipment and training to deal with a major forest fire. Rangers from the Maine Forest Service will be required to assist with command and operations and to provide wildfire fighting equipment, aircraft and crews.
2. A worst-case wildfire scenario could resemble the scope of the 1947 wildfires.
3. Town fire department mutual aid, county-to-county agreements, the Statewide Mutual Aid Agreement and the Northeastern Forest Fire Protection Compact may be needed for additional resources.

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES

Waldo County's incident priorities for a wildfire emergency include the following:

1. Ensure public safety.
2. Ensure the safety and accountability of all responders.
3. Protect building exposures.
4. Extinguish the wildfire.
5. Minimize the fire's impact on the neighborhood and on area traffic.

B. INCIDENT OBJECTIVES

Waldo County's incident objectives for a wildfire emergency include the following:

1. Contact all pre-identified first responders and emergency managers within 15 minutes.
2. Request additional wildfire firefighting resources once the Incident Commander determines that the fire is beyond local control.
3. Warn and evacuate the public in the impacted areas once the Incident Commander determines that residents might be in harm's way.
4. Activate emergency shelters as needed. Coordinate with the Red Cross.
5. Alert law enforcement agencies that roads may need to be shut down.

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C. INCIDENT TACTICS

Waldo County's incident tactics for a wildfire emergency include the following:

1. The RCC will alert all necessary public safety agencies by radio page.
2. Ensure that all first responders have appropriate wildfire personal protective equipment, firefighting equipment and hydration fluids.
3. Utilize aircraft to identify the geographic boundaries of the fire.
4. Utilize area and state overhead teams—type 4 Incident Management Assistance Teams (IMAT) and type 3 Incident Management Teams (IMT) to manage the incident.
5. Contact the news media and use the public warning systems to broadcast to the public the specifics on the wildfire and the protective actions to take.
6. Shut down all roads that responders will be working from or that may have fire and/or smoke hazards.
7. The Incident Commander and the County EMA will build situational awareness and a common operating picture that will include all units and personnel on scene, situation maps, weather and fire behavior, communications and incident facility locations.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

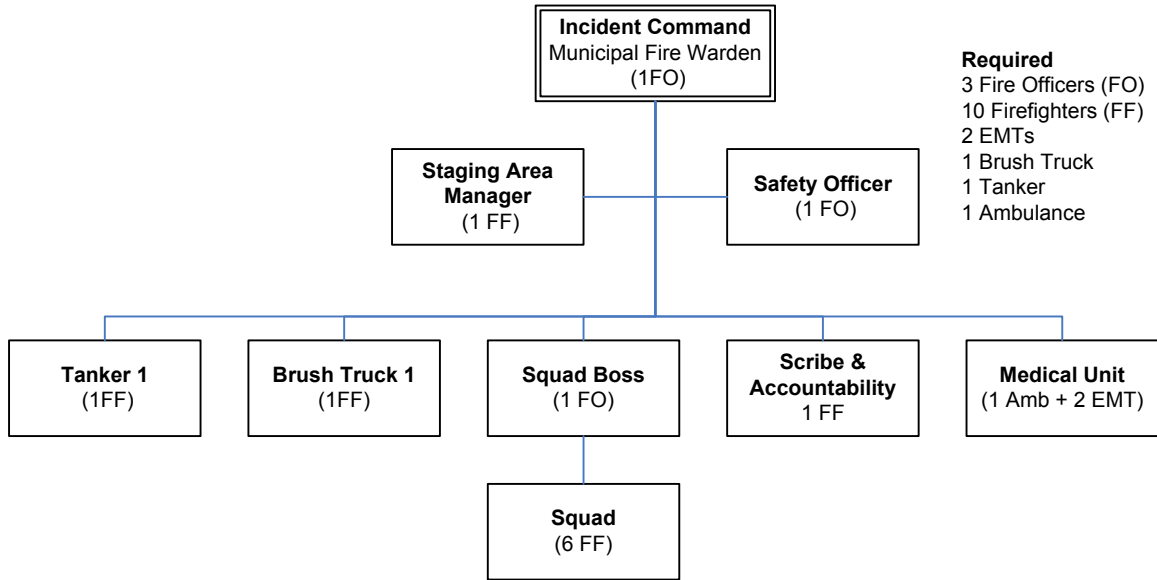
1. State Statute 12, Section 9201 states: "Responsibility for the control of forest fires in municipalities lies in the first instance with the town forest wardens appointed for these municipalities by the [Maine Forest Service] director. When in the judgment of a forest ranger the situation so warrants, the forest ranger may relieve a town forest fire warden of responsibility for control of a forest fire within a municipality and assume responsibility therefore. Final authority and responsibility for the control of a forest fire shall be that of the forest ranger. Municipal fire department personnel and equipment shall not be moved within or without municipal limits upon the order of a town forest fire warden or a forest ranger, except with the approval of the fire chief or proper municipal official having authority to grant such approval."

2. Each town will be responsible for conducting wildland firefighting for fires within its jurisdiction. Should a fire involve or threaten more than one town, a Unified Command will be established or there will be an agreement on a single Incident Commander from among the fire wardens of the affected communities.

3. The National Incident Management System (NIMS) Incident Command System (ICS) will be utilized by all response parties. The Waldo County EOC will be utilized as the Multi-Agency Coordination Entity or Area Command Post. The County EOC will maintain close coordination with the Maine Forest Service at Bolton Hill.

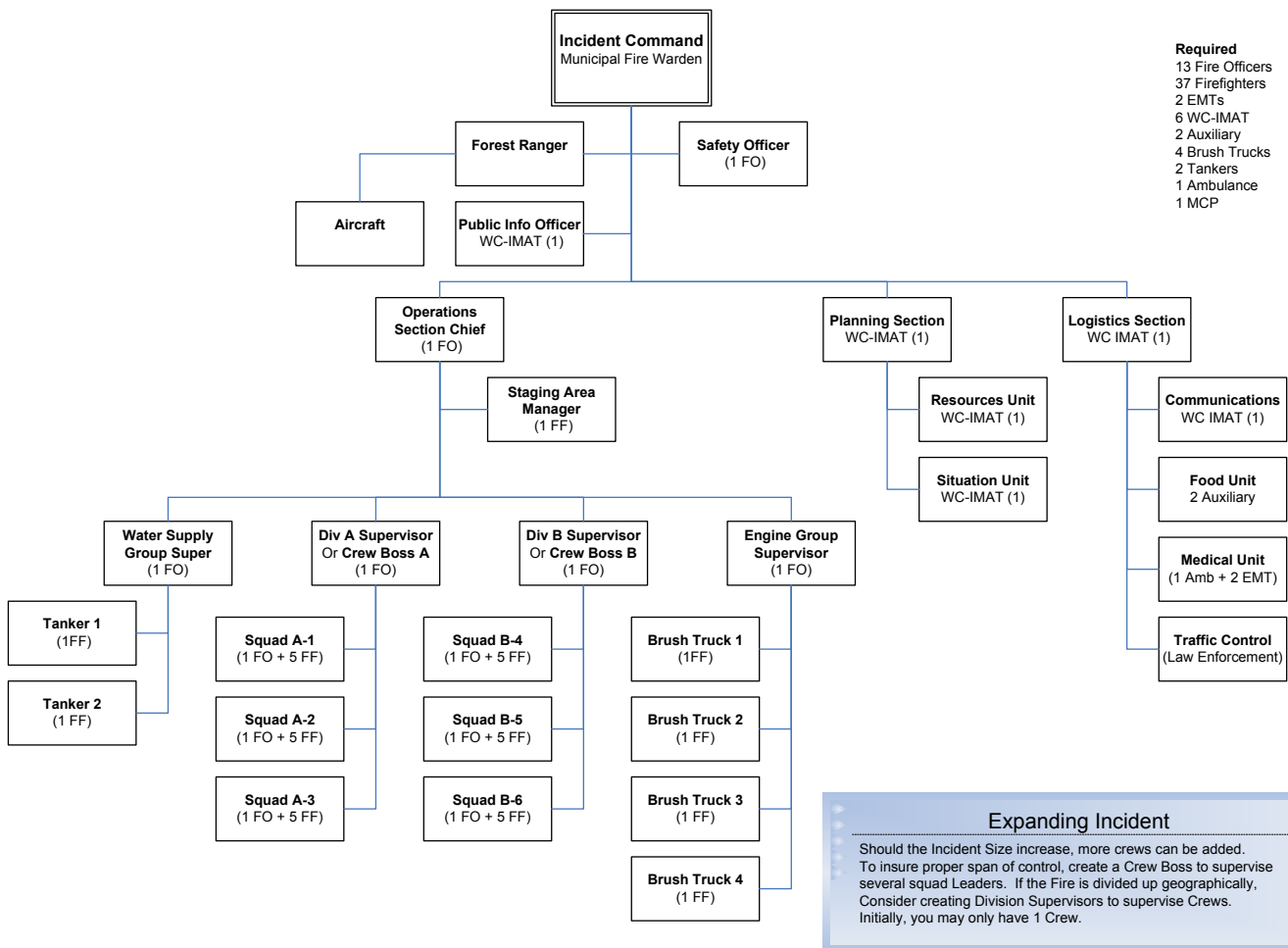
4. Due to limited availability of firefighting personnel, the town Incident Commanders will require incident overhead personnel. These personnel will come initially from the Waldo County IMAT (a type 4 team) and from the Maine Forest Service IMT (a type 2 short team). The following two diagrams illustrate how the ICS expands when an incident increases in size or severity.

Waldo County Emergency Operations Plan



Required
 3 Fire Officers (FO)
 10 Firefighters (FF)
 2 EMTs
 1 Brush Truck
 1 Tanker
 1 Ambulance

Figure 3.1: ICS organization for a type 5 wildfire



Required
 13 Fire Officers
 37 Firefighters
 2 EMTs
 6 WC-IMAT
 2 Auxiliary
 4 Brush Trucks
 2 Tankers
 1 Ambulance
 1 MCP

Expanding Incident

Should the Incident Size increase, more crews can be added. To insure proper span of control, create a Crew Boss to supervise several squad Leaders. If the Fire is divided up geographically, Consider creating Division Supervisors to supervise Crews. Initially, you may only have 1 Crew.

Figure 3.2: ICS organization for a type 4 wildfire

Waldo County Emergency Operations Plan

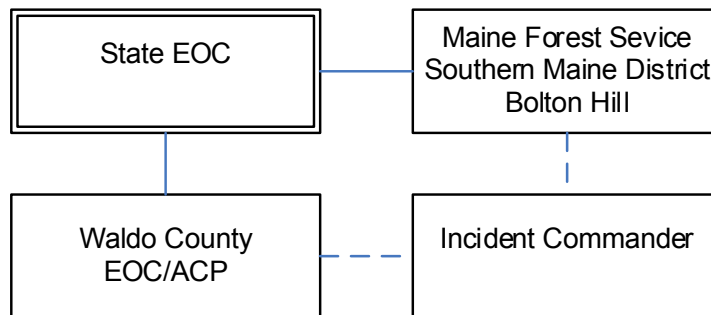
B. COMMUNICATIONS

1. Communications will be maintained between the State EOC, if it has been activated, the Maine Forest Service, the County RCC, the County EOC, and the Incident Commander. A large wildland fire is not likely to overload telephone lines or cellular telephones; however, there may be localized loss of telephone contact due to destroyed telephone transmission lines. Two-way radio traffic may become congested, since this is the primary means of communication for the local fire departments.

2. Waldo County IMAT/RACES have the ability to establish on site repeater systems. The IMAT Mobile Command Post has a Vehicle-mounted, In-Band VHF repeater. The EMA office has two portable UHF/VHF cross-band repeaters and one portable In-Band VHF repeater.

C. INFORMATION MANAGEMENT

The flow of information is vital for situational awareness and to build a common operating picture. The formal communication flow should resemble the following.



Communication flow during a wildland fire

D. WARNING

The Maine Forest Service has contracted reconnaissance flights flown daily over the Maine woods searching for wildland fires. The first warning will come either from these flights or from residents or visitors to the area.

E. EMERGENCY PUBLIC INFORMATION

As soon as it is determined that there is a wildfire emergency, the County EMA will contact local radio and television stations to notify the public of the expected path of the forest fire, instructions on when to evacuate and the status of road closures.

F. EVACUATION

Evacuations will be managed by the town police and public works departments, the Waldo County Sheriff's Office and the Maine State Police. The County EMA will oversee the evacuations from a regional point of view to help reduce congestion and lessen evacuation times. The County EOC will be activated and staffed to perform this function.

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G. MASS CARE

Evacuated tourists and residents with families outside the danger areas will most likely not require sheltering. Tourists will depart the area and go home or visit other parts of the state. A few evacuated residents may need shelter. These cases of sheltering will be managed by the American Red Cross. If the numbers are limited, they may be sheltered in commercial lodging. If the numbers are sufficiently high, then mass care facilities will be opened outside the danger areas.

IV. ADMINISTRATION AND LOGISTICS

A. All mapping shall use latitude and longitude for map coordinates. The map datum shall be NAD83.

B. The Belfast City Airport could be utilized as a base for fixed-wing and rotary aircraft.

C. Incident resources that may be needed for a wildfire emergency in Waldo County include the following.

Local	State	Federal
Municipal fire department/warden	Maine Forest Service rangers	Civil Air Patrol aircraft
Municipal police	Maine Forest Service aircraft	
Local ambulance services	Maine Forest Service IMAT/IMT	
Waldo County IMAT/RACES	Maine State Police officers	
Waldo County Sheriff's Office	Maine State Police IMT/IMAT	
Waldo County Search and Rescue	Maine DOT crews	

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ATTACHMENT 9: CIVIL DISTURBANCE

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. During this time of strife and division, Waldo County could be subject to civil disturbance events such as riots, insurrections, and violent demonstrations.
2. Civil disturbance is defined as acts of violence and disorder prejudicial to the public law and order. It includes acts such as riots, acts of violence, insurrections, unlawful obstructions or assemblages, or other disorders prejudicial to public law and order. It also includes all domestic conditions requiring or likely to require the use of federal armed forces.
3. County-wide law enforcement and security resources for responding to a civil disturbance are very limited.
4. Civil disturbance management is defined as the tactics that law enforcement and military personnel use when dealing with unrest in the community. This includes emergency services, law enforcement, and the National Guard.
5. Although all parts of the County could be subject to a civil disturbance, the City of Belfast and Town of Searsport have more risk. Belfast is the County seat and largest population center. The courts and most of the law enforcement in the county are located in Belfast. Searsport is home of the Mack Point Terminal and Port and of GAC chemical plant, both of which could be targets for protests.

B. ASSUMPTIONS

1. Should a civil disturbance occur in Waldo County, the town or city elected officials or the County Commissioners will request a state of emergency declaration from the Governor. Should the event be large enough, a request will be made for the National Guard.
2. Whether there is an emergency declaration or not, the Maine State Police and other state law enforcement will be requested through the County Regional Communications Center (RCC).

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES

Waldo County's incident priorities for a civil disturbance include the following:

1. Ensure public safety.
2. Ensure the safety and accountability of all emergency responders.
3. Protect private property.
4. Disperse or apprehend those involved in the civil disturbance.

Waldo County Emergency Operations Plan

B. INCIDENT OBJECTIVES

Waldo County's incident objectives for a civil disturbance emergency include the following:

1. Alert all law enforcement, fire and rescue and emergency management.
2. Request additional law enforcement or security resources as needed.
3. Warn and evacuate the public in the impacted areas.
4. Alert law enforcement agencies that roads may need to be shut down.

C. INCIDENT TACTICS

Waldo County's incident tactics for a civil disturbance emergency include the following:

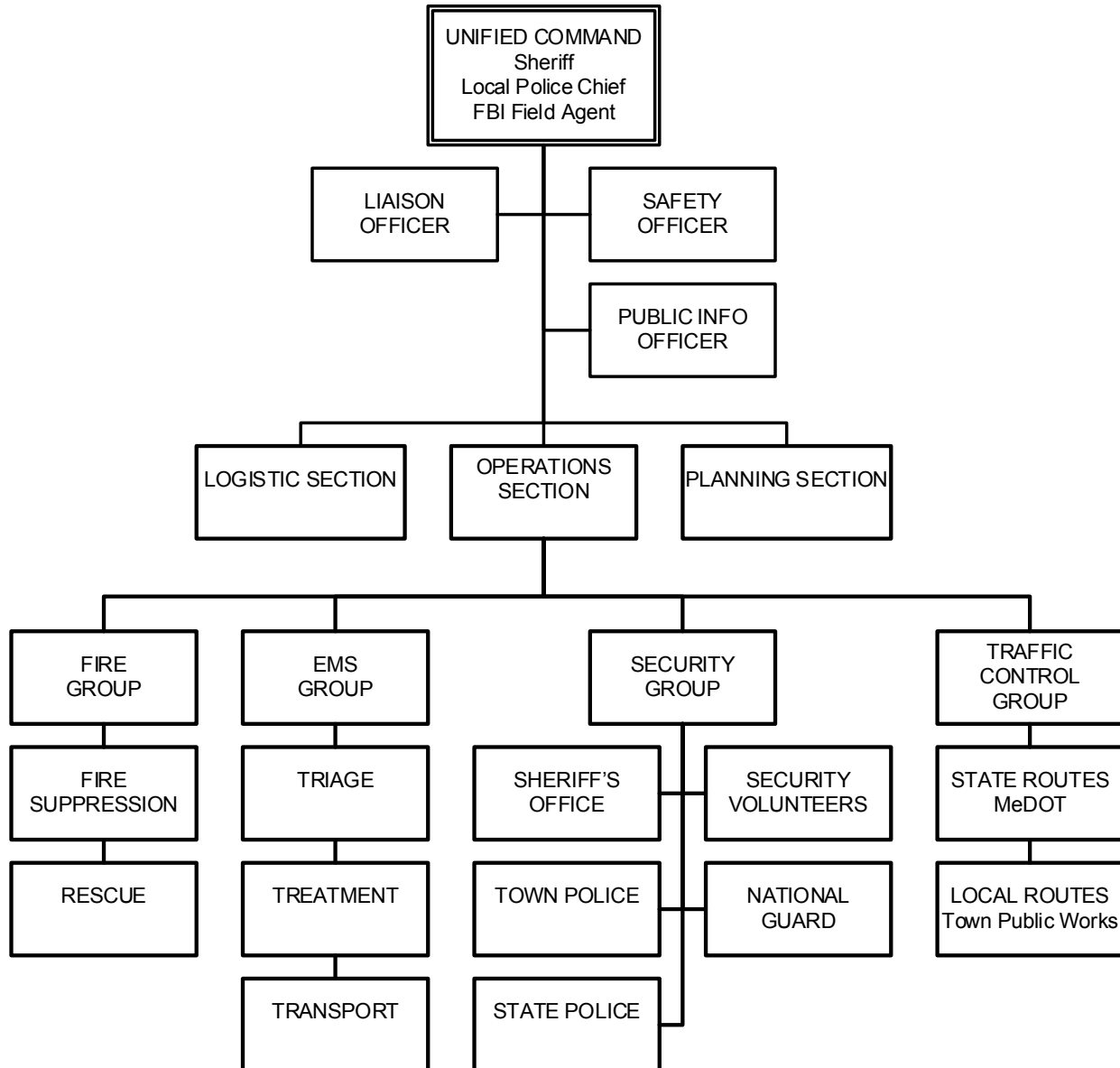
1. Alert all necessary public safety agencies.
2. Ensure that all first responders have appropriate personal protective equipment.
3. Activate the County EOC and maintain constant communications with the State EOC and the State Joint Information Center (JIC).
4. Shut down all roads leading to the disturbed areas.
5. Request additional resources from the State.
6. Consider activating Disaster Security personnel and/or special deputies.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. Initial incident command will be taken by the first law enforcement officer (LEO) on scene at a civil disturbance. As soon as possible, a unified command will be established by local and state law enforcement senior officers. Once, and if, Federal law enforcement representation arrives, the senior Federal LEO will be added to Unified Command.
2. It is highly recommended that as soon as possible, an Operations Section Chief (OSC) be appointed. The OSC will lead the effort on scene while the Unified Command, Command Staff, Planning Section, Logistics Section and Finance Section will move to a formal command post, which will be the Waldo County EOC facility. The County EOC will maintain close coordination with the State EOC.
3. The National Incident Management System (NIMS) Incident Command System (ICS) will be utilized by all response parties.
4. All other resources, such as fire and rescue departments, hazardous materials teams, public works departments and others shall be operational units and shall not be a part of Unified Command. The primary jurisdictional focus shall be on law enforcement and security.
5. A sample ICS organizational structure is shown on page 8-3.

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B. COMMUNICATIONS

1. Communications will be maintained between the State EOC, the Maine Fusion Center, the County RCC, the County EOC, and the Incident Commander. A large civil disturbance that is causing casualties and property damage may cause an overload to the landline and cellular telephone networks. Two-way radio traffic will be important. The County EOC will attempt to work out any radio communications interoperability issues that may result from bringing in Federal and State law enforcement units.

2. Waldo County IMAT/RACES units have the ability to establish on site repeater systems. The IMAT Mobile Command Post has a Vehicle-mounted, In-Band VHF repeater. The EMA office has two portable UHF/VHF cross-band repeaters and one portable In-Band VHF repeater. Amateur radio has the ability to transmit in many different modes.

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C. INFORMATION MANAGEMENT

1. The flow of information is vital for situational awareness and it will be challenging to build a common operating picture. This event will be complicated because there are different IM systems in use and much of the situational information may be restricted to only Law Enforcement.
2. The RCC, local police, Sheriff's Office and State Police will utilize the Spillman CAD system. The County EMA has some limited access to the Spillman CAD. Local Fire and EMS units do not have access to Spillman CAD.
3. The County EOC utilizes the D4H Incident Management TM common operating picture to track all situational information. This is also used by the town emergency management directors and some fire departments. The County RCC also has access to this system. However, law enforcement does not utilize because it is not Law Enforcement Sensitive.
4. The State EOC utilizes WebEOC to build a common operating picture to track all situational information. The County EMA has access to WebEOC. The State Police representatives on scene will not have access, but their representative in the State EOC will.

D. EMERGENCY PUBLIC INFORMATION

As soon as it is determined that there is a civil disturbance that has a chance of causing casualties and property damage, the County EMA will alert the public using the Wireless Emergency Alert (WEA) system. Information will be coordinated with the State JIC and approved by the Unified Command prior to release to the media.

E. EVACUATION

Local evacuations from the areas impacted by the civil disturbance will be managed by the town police and public works departments, the Waldo County Sheriff's Office and the Maine State Police, with assistance from local fire departments. The County EOC will oversee the evacuations from a regional point of view to help reduce congestion and lessen evacuation times.

F. MASS CARE

Evacuated tourists and residents with families outside the danger areas will most likely not require sheltering. Tourists will depart the area and go home or visit other parts of the state. A few evacuated residents may need shelter. These cases of sheltering will be managed by the American Red Cross. If the numbers are limited, they may be sheltered in commercial lodging. If the numbers are sufficiently high, then mass care facilities will be opened outside the danger areas.

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ATTACHMENT 10: SOLAR STORM

I. SITUATION AND ASSUMPTIONS

A. SITUATION

1. A geomagnetic storm is a major disturbance of Earth's magnetosphere that occurs when there is a very efficient exchange of energy from the solar wind into the space environment surrounding Earth. These storms result from variations in the solar wind that produces major changes in the currents, plasmas, and fields in Earth's magnetosphere. The solar wind conditions that are effective for creating geomagnetic storms are sustained (for several to many hours) periods of high-speed solar wind, and most importantly, a southward directed solar wind magnetic field at the dayside of the magnetosphere. This condition is effective for transferring energy from the solar wind into Earth's magnetosphere.

2. The largest storms that result from these conditions are associated with solar coronal mass ejections (CMEs) where a billion tons or so of plasma from the sun, with its embedded magnetic field, arrives at Earth. CMEs typically take several days to arrive at Earth, but have been observed, for some of the most intense storms, to arrive in as short as 18 hours. The storm can disrupt navigation systems and create harmful geomagnetic induced currents (GICs) in the power grid and pipelines.

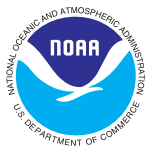
3. Space weather events could impact the following systems that could cause issues in Waldo County.

a. **High Frequency (HF) radio traffic.** Space weather can impact radio communication. At frequencies in the 1 to 30 mega Hertz range, the changes in ionospheric density and structure modify the transmission path and even block transmission of HF radio signals completely. These frequencies are used by amateur (ham) radio operators and many industries such as commercial airlines. This can impact the County EOC in using the SHARES channels or in trying to reach ARES/RACES units in other counties.

b. **Global Positioning System (GPS).** GPS receivers are in nearly every cell phone, vehicles, and any equipment that needs precision location measurements. GPS systems are used for farming, construction, surveying, and many other applications critical to a functional society. When the ionosphere is disturbed by a space weather event, the GPS models are no longer accurate and the receivers are unable to calculate an accurate position based on the satellites overhead. The County RCC radio system uses GPS to synch the voter-repeaters. This could have the effect of taking down the operation of their repeaters.

c. **Electric Power Grid.** The grid can be disrupted by space weather by producing an electrical current in a conducting wire. The basic idea is that the time rate of change of the magnetic flux (i.e. lines of magnetic force) passing through a current loop is proportional to the current that is generated around the loop. A slightly earlier but equally important discovery was that a current-carrying wire produces a magnetic field. The application of these principles is widely prevalent in modern society in electrical power generators, electrical power transformers, and electrical motors, for example.

4. The NOAA Space Weather Scales describe the current and future space weather conditions and their possible effects on people and systems. The scales describe the environmental disturbances for three event types: geomagnetic storms, solar radiation storms, and radio blackouts. The scales have numbered levels, analogous to hurricanes, tornadoes, and earthquakes that convey severity. They list possible effects at each level. They also show how often such events happen, and give a measure of the intensity of the physical causes. The Space Weather Scales are further described on the next page.



NOAA Space Weather Scales



Category		Effect	Physical measure	Average Frequency (1 cycle = 11 years)
Scale	Descriptor	Duration of event will influence severity of effects		
Geomagnetic Storms				
G 5	Extreme	<u>Power systems:</u> widespread voltage control problems and protective system problems can occur, some grid systems may experience complete collapse or blackouts. Transformers may experience damage. <u>Spacecraft operations:</u> may experience extensive surface charging, problems with orientation, uplink/downlink and tracking satellites. <u>Other systems:</u> pipeline currents can reach hundreds of amps, HF (high frequency) radio propagation may be impossible in many areas for one to two days, satellite navigation may be degraded for days, low-frequency radio navigation can be out for hours, and aurora has been seen as low as Florida and southern Texas (typically 40° geomagnetic lat.).**	Kp=9 Kp values* determined every 3 hours	Number of storm events when Kp level was met; (number of storm days) 4 per cycle (4 days per cycle)
G 4	Severe	<u>Power systems:</u> possible widespread voltage control problems and some protective systems will mistakenly trip out key assets from the grid. <u>Spacecraft operations:</u> may experience surface charging and tracking problems, corrections may be needed for orientation problems. <u>Other systems:</u> induced pipeline currents affect preventive measures, HF radio propagation sporadic, satellite navigation degraded for hours, low-frequency radio navigation disrupted, and aurora has been seen as low as Alabama and northern California (typically 45° geomagnetic lat.).**	Kp=8	100 per cycle (60 days per cycle)
G 3	Strong	<u>Power systems:</u> voltage corrections may be required, false alarms triggered on some protection devices. <u>Spacecraft operations:</u> surface charging may occur on satellite components, drag may increase on low-Earth-orbit satellites, and corrections may be needed for orientation problems. <u>Other systems:</u> intermittent satellite navigation and low-frequency radio navigation problems may occur, HF radio may be intermittent, and aurora has been seen as low as Illinois and Oregon (typically 50° geomagnetic lat.).**	Kp=7	200 per cycle (130 days per cycle)
G 2	Moderate	<u>Power systems:</u> high-latitude power systems may experience voltage alarms, long-duration storms may cause transformer damage. <u>Spacecraft operations:</u> corrective actions to orientation may be required by ground control; possible changes in drag affect orbit predictions. <u>Other systems:</u> HF radio propagation can fade at higher latitudes, and aurora has been seen as low as New York and Idaho (typically 55° geomagnetic lat.).**	Kp=6	600 per cycle (360 days per cycle)
G 1	Minor	<u>Power systems:</u> weak power grid fluctuations can occur. <u>Spacecraft operations:</u> minor impact on satellite operations possible. <u>Other systems:</u> migratory animals are affected at this and higher levels; aurora is commonly visible at high latitudes (northern Michigan and Maine).**	Kp=5	1700 per cycle (900 days per cycle)

* Based on this measure, but other physical measures are also considered.

** For specific locations around the globe, use geomagnetic latitude to determine likely sightings (see www.swpc.noaa.gov/Aurora)

Solar Radiation Storms			Flux level of ≥ 10 MeV particles (ions)*	Number of events when flux level was met**
S 5	Extreme	<u>Biological:</u> unavoidable high radiation hazard to astronauts on EVA (extra-vehicular activity); passengers and crew in high-flying aircraft at high latitudes may be exposed to radiation risk. *** <u>Satellite operations:</u> satellites may be rendered useless, memory impacts can cause loss of control, may cause serious noise in image data, star-trackers may be unable to locate sources; permanent damage to solar panels possible. <u>Other systems:</u> complete blackout of HF (high frequency) communications possible through the polar regions, and position errors make navigation operations extremely difficult.	10^5	Fewer than 1 per cycle
S 4	Severe	<u>Biological:</u> unavoidable radiation hazard to astronauts on EVA; passengers and crew in high-flying aircraft at high latitudes may be exposed to radiation risk.*** <u>Satellite operations:</u> may experience memory device problems and noise on imaging systems; star-tracker problems may cause orientation problems, and solar panel efficiency can be degraded. <u>Other systems:</u> blackout of HF radio communications through the polar regions and increased navigation errors over several days are likely.	10^4	3 per cycle
S 3	Strong	<u>Biological:</u> radiation hazard avoidance recommended for astronauts on EVA; passengers and crew in high-flying aircraft at high latitudes may be exposed to radiation risk.*** <u>Satellite operations:</u> single-event upsets, noise in imaging systems, and slight reduction of efficiency in solar panel are likely. <u>Other systems:</u> degraded HF radio propagation through the polar regions and navigation position errors likely.	10^3	10 per cycle
S 2	Moderate	<u>Biological:</u> passengers and crew in high-flying aircraft at high latitudes may be exposed to elevated radiation risk.*** <u>Satellite operations:</u> infrequent single-event upsets possible. <u>Other systems:</u> effects on HF propagation through the polar regions, and navigation at polar cap locations possibly affected.	10^2	25 per cycle
S1	Minor	<u>Biological:</u> none. <u>Satellite operations:</u> none. <u>Other systems:</u> minor impacts on HF radio in the polar regions.	10	50 per cycle

* Flux levels are 5 minute averages. Flux in particles·s⁻¹·ster⁻¹·cm⁻² Based on this measure, but other physical measures are also considered.

** These events can last more than one day.

*** High energy particle (>100 MeV) are a better indicator of radiation risk to passenger and crews. Pregnant women are particularly susceptible.

Radio Blackouts			GOES X-ray peak brightness by class and by flux*	Number of events when flux level was met; (number of storm days)
R 5	Extreme	<u>HF Radio:</u> Complete HF (high frequency**) radio blackout on the entire sunlit side of the Earth lasting for a number of hours. This results in no HF radio contact with mariners and en route aviators in this sector. <u>Navigation:</u> Low-frequency navigation signals used by maritime and general aviation systems experience outages on the sunlit side of the Earth for many hours, causing loss in positioning. Increased satellite navigation errors in positioning for several hours on the sunlit side of Earth, which may spread into the night side.	X20 (2×10^{-3})	Fewer than 1 per cycle
R 4	Severe	<u>HF Radio:</u> HF radio communication blackout on most of the sunlit side of Earth for one to two hours. HF radio contact lost during this time. <u>Navigation:</u> Outages of low-frequency navigation signals cause increased error in positioning for one to two hours. Minor disruptions of satellite navigation possible on the sunlit side of Earth.	X10 (10^{-3})	8 per cycle (8 days per cycle)
R 3	Strong	<u>HF Radio:</u> Wide area blackout of HF radio communication, loss of radio contact for about an hour on sunlit side of Earth. <u>Navigation:</u> Low-frequency navigation signals degraded for about an hour.	X1 (10^{-4})	175 per cycle (140 days per cycle)
R 2	Moderate	<u>HF Radio:</u> Limited blackout of HF radio communication on sunlit side of the Earth, loss of radio contact for tens of minutes. <u>Navigation:</u> Degradation of low-frequency navigation signals for tens of minutes.	M5 (5×10^{-5})	350 per cycle (300 days per cycle)
R 1	Minor	<u>HF Radio:</u> Weak or minor degradation of HF radio communication on sunlit side of the Earth, occasional loss of radio contact. <u>Navigation:</u> Low-frequency navigation signals degraded for brief intervals.	M1 (10^{-5})	2000 per cycle (950 days per cycle)

* Flux, measured in the 0.1-0.8 nm range, in W·m⁻². Based on this measure, but other physical measures are also considered.

** Other frequencies may also be affected by these conditions.

URL: www.swpc.noaa.gov/NOAAScales

April 7, 2011

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B. ASSUMPTIONS

1. The County will be able to continue emergency radio communications in the VHF and UHF bands, even if HF radios are impacted by a solar storm. If there is a loss of commercial electrical power at VHF repeater sites, backup power system will need to be refueled each day.
2. Depending on the geographic scope of the grid failure resulting from a solar storm, there may be no mutual aid or federal resources coming from the outside to Waldo County for several weeks.
3. A solar storm will cause some damage to the local power grid, to include high voltage transformer substations, which could cause commercial power to be lost for weeks. If power is lost for more than 8 weeks, then the scope and capabilities of this EOP will not be sufficient.
4. The Governor will declare a state of emergency and utilize emergency authorities for an energy emergency proclamation (Title 37-B, Chapter 13, ss 742). One of these authorities may result in the formation of Local Fuel Boards. This is further described in Annex H2, Emergency Fuel Distribution.

II. CONCEPT OF OPERATIONS

A. INCIDENT PRIORITIES. Priorities for a solar storm emergency include the following:

1. Support necessary fuel for critical infrastructure and public safety.
2. Provide mass care for the public.
3. Maintain communications with the towns, state and critical lifelines.
4. Maintain government continuity of operations.
5. Keep the public informed.

B. INCIDENT OBJECTIVES. Incident objectives for a solar storm emergency include the following:

1. Manage fuel supplies (gasoline/diesel/propane) for critical infrastructure and public safety.
2. Manage supplies of emergency food and water for the public.
3. Provide mass care shelters for those unable to heat their homes in the winter.
4. Support the local hospital, clinics and pharmacies with acquiring medical supplies.
5. Establish dedicated ongoing 2-way communications with the towns, state and critical lifelines.
6. Activate government continuity of operations activities (personnel, power, and supplies).
7. Keep the public informed with the current situation and provide guidance and directions.

C. INCIDENT TACTICS. Incident tactics for a solar storm emergency include the following:

1. Activate the County Fuel Supply Board and prioritize the fuel supply.
2. Activate the Maritime Farms Support Agreement to utilize the Belfast gas station as emergency fuel point of dispensing (FPOD).
3. Work with the local food pantries, Good Shepard Food Bank, and the State and Federal EMAs to secure emergency food stock for the public.
4. Work with the Town EOCs to ensure that drinking water supplies are provided for the public.
5. Work with the Towns or Red Cross to establish warming centers and shelters.
6. Request medical supplies and pharmaceuticals through State EOC.
7. If telephone and internet are not functioning, maintain radio contact with partners.
8. Activate the County Continuity of Operation and Government Plan.
9. Alert the public with WEA and operate the AM530 radio station with public information.

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III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. DIRECTION AND CONTROL

1. **Continuity of Operations and Government.** County employees and volunteers will be impacted by the loss of electrical power at their homes and may not be available to come to work. Some may evacuate from the areas without power, while others may have to stay home to protect their family and home. As such, the County Continuity of Operations and Government Plan will be implemented with the staff that are available. It will be critical that a member of the Board of County Commissioners be connected to the County EOC either in-person or by telephone or radio communications.

2. **Command and Control.** The County EOC will be activated and organized according to Annex A. The County EOC Manager will request that all Town EOCs are staffed by at least one person and that communications be maintained between them. The County EOC will also maintain continuous communications with the State EOC.

3. **EOC Liaisons** will be requested from Central Maine Power (CMP), the County Hospital, Waldo CAP, the American Red Cross (ARC) and the Maine National Guard. This will be the most effective means of coordinating relief efforts.

B. INFORMATION MANAGEMENT

1. The flow of information is vital for situational awareness and to build a common operating picture. However, if the solar storm impacts the power grid, ripple impact could happen to the telephone and internet systems. This will cause severe issues with building situational awareness and a common operating picture. It will also cause difficulties with the general sharing of data, since e-mail, online applications and even fax machines may not be available.

2. Should the telephone and internet systems be unavailable, information will be exchanged by using hard-copy situation reports which will be read over the radio between EOCs. Written reports may also be exchanged when emergency supplies deliveries are made to individual towns.

C. COMMUNICATIONS

1. A severe solar storm can cause several impact to communications.

- Loss of GPS satellites could impact the functioning of the internet and telephone systems.
- Create major interference for HF radios during the 2-3 days of the solar storm.
- Surges, caused by the solar storm on long electrical grid wires, can cause voltage spikes which could damage base station radio and radio repeater equipment.
- Loss of electrical grid power can impact base station radios and the ability to recharge portable radios.
- Loss of electrical grid power for more than 3-5 days can cause telephone central offices to stop functioning.

2. In order to limit the amount of power being used, the number of base station radios and radio repeaters should be limited to only those necessary for passing critical information.

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a. Priority for fuel supplies will be given to Town and County EOCs, the County RCC, County tower sites, and local telephone central offices in order to maintain communications. Some questions that will need to be worked out are:

- Are telephones still working? (Do the telephone company Central Office generators have fuel?)
- Are all the Towns EOC functioning on generator power and are their 2-way radios working?
- Are all the radio tower sites operating on backup power?
- Can the fuel contractor deliver more propane to the RCC, CEOC and tower sites?
- Is the Fire and Law radio microwave system still operative? (Are GPS receivers still operative?)
- Can Fire North, Fire South and LE-1 at Aborn operate without the microwave system?

b. The County EOC will need to build an Incident Communications Plan based on what infrastructure and equipment is still functioning.

D. ALERT AND NOTIFICATION

1. The County EMA office may learn of a severe solar storm in a number of ways.

- National Warning System (NAWAS) S5/G5 space weather alerts from FEMA
- NAWAS, emails or HAN alerts from the Maine EMA office.
- Email alerts from the Space Weather Prediction Center (SWPC) which the office signed up for.
- Email alerts from the National Weather Service (NWS) Gray Office
- News alerts from the media outlets.

2. Central Maine Power and Versant Power Company are notified by ISO-New England who is notified by NYISO who is notified by IESO who is notified by FRCC who is notified by the SWPC. Hopefully, this will take place in time to implement power company mitigation processes.

3. At this point, it is not known if FEMA, MEMA or the power companies will provide any guidance to Waldo County EMA during the alert phase of a severe solar storm on what to do or what public information and directions to release.

E. PUBLIC WARNING AND INFORMATION

1. If public information guidance is not provided by FEMA, MEMA or the power companies, the County EMA Director will need to determine if directions and measures will be provided to the public and what that message will be.

2. If public information is provided, it may recommend that residents trip their main breaker and go on generator or unplug all electrical devices that they can. This will be accomplished using the Wireless Emergency Alert (WEA) system as described in Annex C.

3. Should the solar storm cause a regional power grid failure, a WEA message will be issued (before cell phones die) to direct people to tune into the AM530 broadcast radio. Messages on AM530 should include detailed power outage survival instructions to the public.

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F. CRITICAL INFRASTRUCTURE SECURITY: Refer to Annex E2 Security Operations and Annex J1 Electrical Power to determine where security teams should be deployed.

G. SHELTERS: If grid power will be out for more than 24 hours and the outside temperatures are going to be below freezing, then a Red Cross shelter should be activated. Refer to Annex F Mass care. If grid power will be out for all areas for more than a couple of weeks, mass care shelters should be established in every town and operated by the town officials.

H. EMERGENCY FOOD AND WATER:

1. If electrical grid power is lost for an extended timeframe, refer to Annex F1 Emergency Feeding.
2. Contact the local water and sewer districts/departments to determine if they have fuel for their generators to continue operating.
3. Contact each Town EOC to determine if Towns are able to provide public drinking water from their fire stations, town offices or other facilities. If not, determine how to get them water or fuel.

I. REGIONAL EVACUATIONS: Should grid power be out throughout the State for the long term, then evacuations of large portions of the State's residents may need to be evacuated outside the State. A plan for this will need to be coordinated at the State level.

J. EMERGENCY FUEL DISTRIBUTION: Refer to Annex H2 Emergency Fuel Distribution for more information. The following questions may need to be answered:

- Can we get propane for the County EOC, RCC and tower generators?
 - Should the EOC shut down the 100 kw generator to conserve propane?
 - Can the fuel contractor deliver more propane?
- Can we get gasoline for small generators and SO/EMA cars?
- Can we get diesel for generators, fire trucks and ambulances?
- Can we communicate with the Irving Terminal? Are they operational?
- Can Irving Terminal replenish local gas stations fuel supplies?
- Is there a resupply of generator oil and oil filters?

K. VOLUNTEERS: Refer to Annex H5 Volunteer Management for more information.

L. ELECTRICAL POWER: Refer to Annex J1 Electrical Power for more information.

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GLOSSARY

Aggregate Care Facility: Aggregate care facilities are auxiliaries to the hospital where patients with less severe medical problems can be cared for and monitored.

Area Command: An organization established to oversee the management of multiple incidents, each being handled by an ICS organization or to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met.

Branch: In the Incident Command System, the organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section.

Casualty: Any human requiring health or medical services, including mental health services and medical forensics/mortuary care (for fatalities), as a result of a hazard impact.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command post: An ad hoc location established at or as near as possible to a disaster site, from which the Incident Commander functions. It contains the command, control, coordination and communications elements necessary to direct and manage the response to the event.

Command staff: The Incident Commander and the staff positions of Public Information Officer, Safety Officer and Liaison Officer, who report directly to the Incident Commander. They may have assistants as needed.

Common operating picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: In the Incident Command System, an organizational unit in the Logistics Section responsible for providing communication services at an incident or an Emergency Operations Center.

Consequence management: Measures to protect public health and safety after a disaster, restore essential government services, and provide emergency relief to governments, business, and individuals.

Contamination: The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

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Credentialing: Providing documentation that can authenticate and verify the certification and identity of incident command staff and emergency responders. A credentialing system helps ensure that personnel representing various functional disciplines possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the position they are tasked to fill.

Crisis management: Measures to anticipate, prevent, and/or resolve a threatened or actual disaster.

Damage assessment: An appraisal or determination of the effects of the disaster on human, physical, economic, and natural resources.

Decontamination: The reduction or removal of a chemical, biological, or radiological material from the surface of a structure, area, object, or person.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Disaster: A hazard impact causing adverse physical, social, psychological, economic or political effects that challenges the incident managers' ability to respond rapidly and effectively. The stepped-up capacity mobilized to respond to an Emergency (see below) is not sufficient to deal with the impact.

Disaster, major: Any natural catastrophe (including a hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: In the Incident Management System, a geographical area of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is organizationally situated between the branch and resources in the Operations Section.

Emergency: A hazard impact that causes adverse physical, social, psychological, economic or political effects and challenges the incident managers' ability to respond rapidly and effectively. It requires a stepped-up capacity (call-back procedures, mutual aid, etc.) and commonly requires change from routine management methods to an incident command/management process.

Emergency Management (EM): Organized analysis, planning, decision making, and assignment of available resources to mitigate, prepare for, respond to, and recover from the effects of all hazards. The goal of EM is to save lives, prevent injuries, and protect property.

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Emergency Manager: The person who has the day-to-day responsibility for emergency management programs and activities. The role is one of coordinating all aspects of a jurisdiction's mitigation, preparedness, response, and recovery capabilities.

Emergency Operations Center: A location from which centralized emergency management can be performed during response and recovery. Emergency operations centers can be formed at the institutional, local, county, and state levels.

Emergency public information: Information that is disseminated before or during an emergency. It can consist of situational information, advice, and directives.

Evacuation: Organized withdrawal from dangerous or potentially dangerous areas, and provision of reception and care in safe areas.

Extremely hazardous substances: Chemicals with especially severe toxicity, as identified by EPA and under Title III of SARA (the Superfund Amendments and Reauthorization Act).

Federal Coordinating Officer: An official appointed by the President who is responsible for initial appraisal of the impact area, establishing field offices, and coordinating relief and support with state and local coordinating officers.

Federal disaster area: A county that is declared eligible for federal disaster relief under the Stafford Act. Such declarations are made by the President, usually as a result of a request made by the governor of the affected state.

First responders: Individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment—including emergency management, public health, clinical care, public works, and other skilled support personnel who provide immediate support services during response and recovery operations.

General staff: Incident management personnel who lead a section of the response, organized according to function, and report to the Incident Commander. The general staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: In the Incident Command System, personnel assembled to perform a specific function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

Hazard: A potential or actual force, physical condition, or agent with the ability to cause human injury, illness or death; significant damage to property, the environment, critical infrastructure, agriculture or business operations; or other types of harm or loss.

Hazardous Material: Any material that is explosive, flammable, poisonous, corrosive, reactive, or radioactive (or any combination thereof) and requires special care in handling because of the hazards posed to public health, safety, or the environment.

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Homeland Security: A national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from any attacks that do occur.

Incident: An occurrence, natural or human-caused, that requires an emergency response to protect life or property—for example, a major disaster, emergency, terrorist attack, terrorist threat, wildland or urban fire, flood, hazardous materials spill, nuclear accident, aircraft accident, earthquake, hurricane, tornado, tropical storm, war-related disaster, public health or medical emergency, or other occurrence requiring an emergency response.

Incident Command System: A standardized, integrated organizational structure for field-level emergency management that can be applied to incidents of varying complexity and size and that enables responders from public and private agencies to work across jurisdictional boundaries. The Incident Command System can be used to organize facilities, equipment, personnel, procedures, and communications.

Incident objective: A statement of guidance and direction necessary for the selection of appropriate strategies and the tactical direction of resources. Incident objectives must be realistic, achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Individual Assistance: When the President declares a disaster and authorizes providing Individual Assistance, FEMA's Individuals and Households Program (IHP) can help homeowners and renters affected by the disaster with housing needs and necessary expenses.

Joint Field Office: A temporary Federal facility established locally to coordinate Federal operational assistance to an affected jurisdiction.

Joint Information Center: A facility established to coordinate all incident-related public information activities. Public information officials from all participating agencies should co-locate at the Joint Information Center.

Joint Information System: An organization that integrates incident information and public affairs and provides consistent, coordinated, timely information during a crisis. Its mission is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect the response effort; and controlling rumors and inaccurate information that could undermine public confidence in the response.

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

Liaison Officer: In the Incident Command System, a member of the command staff responsible for coordinating with representatives from cooperating and assisting agencies.

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Logistics: The provision of resources and services to support incident management.

Logistics Section: In the Incident Command System, the section responsible for providing facilities, services, and material support.

Mass casualty incident: A casualty-creating hazard incident in which the available organizational and medical resources, or their management systems, are insufficient to meet the medical needs of the affected population. (In Waldo County, five or more seriously injured casualties would constitute a mass casualty incident.)

Mitigation: Activities taken to eliminate or reduce the probability of the event, or reduce its severity or consequences, either prior to or following a disaster or emergency.

Multi-Agency Coordination System: A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. Its components include facilities, equipment, emergency operation centers, specific multi-agency coordination entities, personnel, procedures, and communications.

Mutual aid: Voluntary provision of services and facilities including (but not limited to) firefighting, police, medical and health, communications, transportation, and utilities. Mutual aid is intended to provide support to jurisdictions whenever their own resources are inadequate to cope with a given situation.

Mutual aid agreement: A pre-arranged written agreement between agencies and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.

National Incident Management System: A system that provides a consistent nationwide approach for Federal, state, local, and tribal governments, the private sector and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, state, local, and tribal capabilities, the National Incident Management System includes a core set of concepts, principles, and terminology: the Incident Command System; Multi-Agency Coordination Systems; training; identification and management of resources; qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Center: A Federal communications center for activities relating to hazardous materials response, located at U.S. Coast Guard headquarters. The National Response Center is the dispatch agency for the Coast Guard, the Environmental Protection Agency and any other hazardous-materials-related Federal government emergency response teams.

Nongovernmental organization: An association that is based on the interests of its members and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples include faith-based charity organizations and the American Red Cross.

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Operational period: A designated time period in which tactical objectives are to be accomplished and re-evaluated.

Operations Section: In the Incident Command System, the section responsible for all tactical incident operations. It normally includes subordinate branches, divisions, and/or groups.

Planning Section: In the Incident Command System, this section is responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Plume: An identifiable stream of air with a temperature or composition different from that of its environment. Examples are a smoke plume from a chimney and a buoyant plume rising by convection from heated ground.

Preparedness: Activities, programs, and systems developed and implemented prior to a disaster/emergency that are used to support and enhance mitigation of, response to, and recovery from disasters/emergencies.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property—such as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of a threat; public health and agricultural surveillance and testing; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Public Assistance: Supplementary Federal assistance provided pursuant to a Presidential declaration of emergency or major disaster under the Stafford Act to state and local governments or certain private, not-for-profit organizations other than assistance for the direct benefit of individuals and families.

Public health: The protection and improvement of community health by organized community effort, including preventive medicine and sanitary and social science.

Public health emergency: An occurrence or imminent threat of an illness or health condition that poses a high probability of harm to a large number of people.

Public Information Officer: A member of the command staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Recovery: Activities and programs designed to return conditions to an acceptable level.

Resources: Personnel, equipment, supplies, and facilities available or potentially available for assignment to incident operations.

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Resource management: A system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resource Unit: In the Incident Command System, a functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities to address the immediate and short-term effects of a disaster/emergency.

Risk: The expectation of loss from hazards and their impact. Risk is a function of probability (likelihood) of a hazard occurrence and the impact (consequences) of the hazard should it occur.

Risk Assessment: An estimate of the likelihood of adverse effects that may result from exposure to certain health hazards. Risk assessment is the determination of a value of risk related to a concrete situation and a recognized hazard. A risk assessment requires an integration of the magnitude of the potential loss and the probability that the loss will occur.

Safety Officer: A member of the command staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures to ensure personnel safety.

Section: In the Incident Command System, the organizational level having responsibility for a major functional area, such as Operations, Planning, Logistics, or Finance/Administration. The section is organizationally situated between the branch and the Incident Command.

Severe weather: Any atmospheric condition potentially destructive or hazardous for human beings. It is associated with extreme convective weather (tropical cyclones, tornadoes, severe thunderstorms, squalls, etc.) and with storms of freezing precipitation or blizzard conditions.

Situation analysis: The process of evaluating the severity and consequences of an incident and communicating the results.

Situation assessment: An assessment produced during emergency response and recovery that combines incident geography/topography, weather, hazard, hazard impact, and resource data to provide a balanced knowledge base for decision-making. Adequate situation assessment and dissemination of a comprehensive situation assessment (through situation reports and other means) creates the common operating picture.

Situational awareness: State of knowledge of the surrounding situation, including an understanding of the evolving state of the environment.

Span of control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. An appropriate span of control is between three and seven.

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Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. The Stafford Act provides an orderly and continuing means of assistance by the Federal government to state and local governments in carrying out their responsibilities to alleviate the suffering and damage that result from disaster. The President, in response to a state governor's request, may declare an "emergency" or "major disaster" in order to provide Federal assistance under the Act. The President, in Executive Order 12148, delegated all functions, except those in Sections 301, 401, and 409, to the Director of FEMA. The Act provides for the appointment of a Federal Coordinating Officer who will operate in the designated area with a State Coordinating Officer for the purpose of coordinating state and local disaster assistance efforts with those of the Federal government.

Staging area: A location where resources can be placed while awaiting a tactical assignment. The Operations Section manages staging areas.

Strategy: The general direction selected to accomplish incident objectives.

Strike team: A group of resources of the same kind and type.

Tactics: Specific actions, sequences of actions, procedures, tasks, assignments and schedules used to fulfill a strategy and achieve an objective.

Task force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a task force must have common communications and a designated leader.

Terrorism: An illegal activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Unified Command: An application of the Incident Command System used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Each participating agency designates a member of the Unified Command, and these representatives work together to establish a common set of objectives and strategies.

Unit: In the Incident Command System, the organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Volunteer: A person agreeing to provide service, outside the scope of his/her employment, without compensation.

Volunteer, spontaneous: A volunteer presenting to help at the disaster scene who was not recruited and is not affiliated with a response organization. Also referred to as unsolicited volunteers.

Vulnerability: The likelihood of being affected by a hazard, and susceptibility to the impact and consequences (injury, death, and damage) of the hazard.

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Warning: A forecast issued by the National Weather Service issued when a particular weather or flood hazard is "imminent" or already occurring (e.g., tornado warning, flash flood warning). A warning is used for conditions posing a threat to life or property.

Watch: A forecast issued by the National Weather Service Forecast well in advance to alert the public of the possibility of a particular weather-related hazard (e.g. tornado watch, flash flood watch). The occurrence, location and timing may still be uncertain.

Weapon of Mass Destruction: Any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, disease organisms, radiation or radioactivity, or explosion or fire. WMD include conventional explosives, secondary explosive devices, cyber-attacks, and nuclear, biological and chemical warfare agents.

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ACRONYMS

ARC	American Red Cross
CDC	Center for Disease Control and Prevention
DEP	Department of Environmental Protection
DHHS	Department of Health and Human Services
DOT	Department of Transportation
DRC	Disaster Recovery Center
EAS	Emergency Alert System
EHS	Extremely Hazardous Substance
EMA	Emergency Management Agency
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
HAN	Health Alert Network
Hazmat	Hazardous Materials
HVA	Hazard Vulnerability Analysis
ICP	Incident Command Post
ICS	Incident Command System
IMAT	Incident Management Assistance Team
MACS	Multi-Agency Coordination System
MCI	Mass Casualty Incident
MDOT	Maine Department of Transportation
MEMA	Maine Emergency Management Agency
NAWAS	National Warning System
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OSC	On Scene Coordinator
PIO	Public Information Officer
PPE	Personal Protective Equipment
RACES	Radio Amateur Civil Emergency Service
RCC	Regional Communication Center
SNNE	[Coast Guard] Sector Northern New England
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
THIRA	Threat and Hazard Identification and Risk Assessment
VOAD	Voluntary Organizations Active in Disasters
WCAP	Waldo Community Action Partners
WCGH	Waldo County General Hospital
WEA	Wireless Emergency Alert
WMD	Weapons of Mass Destruction