

Cumberland County Emergency Operations Plan



Published May 19, 2025

Cumberland County
Emergency Management
Agency



Table of Contents

1	Approval.....	4
1.1	Letter of Promulgation and Approval	4
1.2	Approval and Implementation	5
2	Record of Changes	6
3	Purpose	7
3.1	Relationship to Other Plans	7
4	Scope.....	8
5	Situation Overview.....	9
5.1	Geography.....	9
5.2	Topography	10
5.3	Critical Infrastructure	10
5.4	Economy.....	11
5.5	Population Characteristics	11
5.6	Hazard and Threat Analysis Summary	11
5.7	Capability Assessment	13
6	Mitigation Overview	13
7	Planning Assumptions.....	13
8	Concept of Operations.....	15
8.1	Activation	15
8.2	The Role of the EOC	16
8.2.1	The EOC Facility.....	16
8.3	Activation Levels	17
8.4	Access and Functional Needs Populations (AFN).....	18
8.4.1	Children	19
8.4.2	Animals.....	19
9	Organization and Assignment of Responsibilities.....	19
9.1	Local Jurisdictions	19
9.2	County Jurisdictions	21
9.2.1	Cumberland County EMA EOC.....	22
9.3	State Departments and Agencies.....	27
9.4	Volunteer Organizations	29
9.4.1	Unaffiliated Volunteers.....	30

9.5	Mutual Aid Agreements	31
9.6	Special Considerations	32
9.6.1	Critical Infrastructure	32
9.6.2	Hazardous Materials	32
9.7	Organizational Readiness.....	33
10	Direction, Control, and Coordination.....	33
10.1	EOC Role in a Multi-Agency Coordination System.....	34
11	Information Collection, Analysis, and Dissemination	36
11.1	External Communication/Public Information Sharing	39
11.2	Emergency Public Warning	41
12	Communications and Coordination	41
12.1	Interoperability	41
13	Administration	42
13.1	Documentation	42
13.1.1	Photography.....	42
13.1.2	Reports	43
13.1.3	Situation Reporting	44
13.1.4	Hot Wash.....	44
13.1.5	After Action Reports	45
14	Finance	46
14.1	Cost Recovery Programs	46
15	Logistics.....	48
16	Plan Annexes/Emergency Support Functions.....	50
17	Limitations.....	50
18	Plan Development and Maintenance	51
18.1	2025 Update.....	52
19	Distribution	53
20	Authorities and References.....	53
20.1	Federal Laws	53
20.2	State	55
20.3	County	55
20.4	Other References	55

1 Approval

1.1 Letter of Promulgation and Approval

Herein is the revised and integrated County of Cumberland Emergency Operations Plan (EOP). This plan supersedes any previous emergency management or operations plans promulgated by Cumberland County for this purpose.

The purpose of the plan is to provide a comprehensive framework for county-wide emergency management. It addresses roles and responsibilities of government organizations and maintains an integrated and aligned link engaging local, State, Federal, private, and other whole-community stakeholders, organizations, and resources that may be obligated to address disasters and emergencies in Cumberland County. It provides guidance for the County to use in performing emergency functions or actions before, during, and after a natural, technological, or human-caused emergency or disaster.

The Cumberland County Emergency Management Agency is responsible for the development and maintenance of the Emergency Operations Plan. This plan is constructed in accordance with existing federal and state statutes. The plan will continue to evolve, responding to lessons learned from actual disasters and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal Guidance.

Michael Durkin

Director, Emergency Management

Date

James H. Gailey

County Manager, Cumberland County

Date

1.2 Approval and Implementation

The Cumberland County Emergency Operations Plan (EOP) has been approved and adopted by a Joint Resolution of the County Commissioners. This plan provides guidance for prevention, mitigation, preparedness, response and recovery from emergencies that impact Cumberland County. This plan was developed to meet the requirements of the National Response Framework (NRF), and the National Incident Management System (NIMS). This plan supersedes previous emergency operations plans.

The Cumberland County Emergency Management Agency (CCEMA) is responsible for the development and maintenance of this plan. Major modifications to this plan shall be made with the coordination and approval of the County Commissioners, routine changes will be made by the Emergency Management Agency Director as deemed necessary. In recognition of the emergency management responsibilities of CCEMA, the Cumberland County Emergency Operations Plan is hereby promulgated.

Jean-Marie Caterina, District 1 Commissioner

Date

Tom Tyler, District 2 Commissioner

Date

Stephen F. Gorden, District 3 Commissioner

Date

Patricia Smith, District 4 Commissioner

Date

James F. Cloutier, District 5 Commissioner

Date

2 Record of Changes

Change #	Change Date	Change Type	Entered By

Cumberland County Emergency Operations Plan

3 Purpose

The purpose of the EOP is to establish a framework for development, coordination, and implementation of the response phase of the emergency management program for Cumberland County, Maine. The EOP serves as a reference, and provides guidance and procedures to activate the County Emergency Operation Center (EOC) and establishes the mechanism to determine necessary actions to be taken by Cumberland County departments, agencies, private organizations, and other partners to facilitate the protection of life, property, and the environment. This plan does not replace local response plans, but enhances them by providing support, coordination, and additional resources at the County level.

3.1 Relationship to Other Plans

The EOP is designed to be used with other County plans as well as plans prepared by local communities, public and private sector organizations, and State and Federal Agencies. Relevant County Plans include:

- The Hazard Mitigation Plan describes the strategies taken to reduce the impact of hazards in the county before a disaster occurs.
- The Integrated Preparedness Plan lays out plans for training and exercises to ensure local preparedness for disasters.
- The Recovery Plan details the short and long-term strategies to assist communities after a disaster has struck.
- The CCEMA Strategic Plan describes the overall goals and objectives of the agency to support the vision of creating a safer community.
- The Threat and Hazard Identification and Risk Assessment (THIRA) identifies risks in the community with the most potential to expose vulnerabilities and challenge capabilities.

These plans, together with the EOP, describe the full scope of services and functions provided by the CCEMA across the disaster cycle (mitigation, preparedness, response, and recovery). As the phases of the disaster cycle overlap, the plans often do as well. While each plan is focused on a different disaster phase, there may be multiple plans functioning at once as the disaster transitions to a new phase or a new disaster occurs.

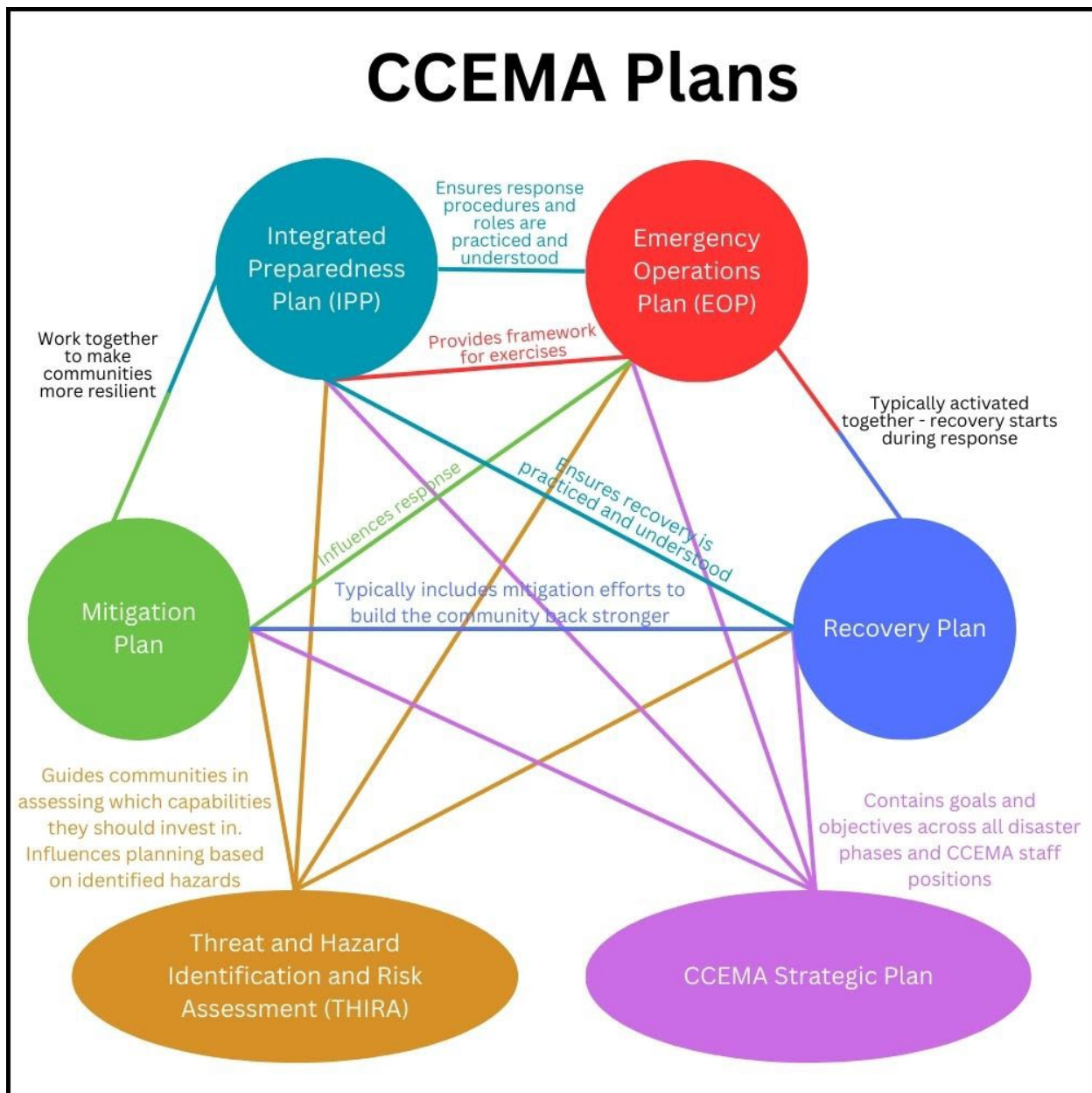


Figure 1: CCEMA Plans and their Relationships

4 Scope

The Base Plan is applicable to all hazards, including natural, technological, and human-caused. The hazards identified in the Threat and Hazard Identification and Risk Assessment (THIRA) are included in scope of this plan. The plan may be activated in support of planned events, local emergencies, and major disasters affecting the entire county, a portion of the county, or in support of disaster response elsewhere in the State. This plan may also be activated in anticipation of major emergencies or disasters.

5 Situation Overview

This section serves to provide an outline of Cumberland County's characteristics and an overview of the steps taken to prepare for disasters.

5.1 Geography

Cumberland County is located in southern Maine and is bounded on the northeast by Sagadahoc County, on the north by Androscoggin County, on the northwest by Oxford County, and on the southwest by York County. There are 25 towns and three cities in Cumberland County, representing just under one-quarter of the total population of the State of Maine. Cumberland County also includes several islands in the Casco Bay region. The City of Portland is located in Cumberland County and is the most populated and largest metropolitan municipality in the state.



Figure 2: Map of Cumberland County, Maine

5.2 Topography

The county has a total area of 1,217 square miles, of which 835 square miles is land and 382 square miles (31%) is water. The county is bordered by 228 miles of mostly rocky coastline, with multiple islands in Casco Bay, and it extends up to 39 miles inland. Cumberland County has one of the deepest ice-free shipping ports on the east coast. It also has the deepest and second largest body of freshwater in the state, Sebago Lake, which supplies potable water to much of the county. Drainage, for a significant portion of the county, occurs via the Presumpscot River watershed.

5.3 Critical Infrastructure

Cumberland County is home to essential and critical infrastructure that plays a vital role in supporting the region's economy, public services, and overall functionality.

Transportation	<ul style="list-style-type: none">• Portland International Jetport• The Port of Portland• Rigby Yard, the State's largest rail yard• 3 major state roads: US Route 1, US Route 202, and US Route 302• Two highways: Interstate 295 and I-95/Maine Turnpike• Bridges: 4,132 in-service, 41 proposed, 25 currently closed
Healthcare	<ul style="list-style-type: none">• 4 major hospitals with emergency room services<ul style="list-style-type: none">○ Maine Medical Center: Regional Trauma Center (Level One trauma center, Stroke Center, Pediatric Emergency Department, and Neonatal Intensive Care Unit)○ Bridgton Hospital: Trauma System Hospital (Critical Access Hospital)○ MidCoast Hospital: Trauma System Hospital○ Northern Light Mercy Hospital: Trauma System Hospital• Multiple networks of primary, specialty, urgent care, and long-term care facilities
Public Safety	<ul style="list-style-type: none">• Police Departments• Fire Departments• Emergency Medical Services/Ambulance Services• Public Safety Communication Centers• Corrections Centers/Jails• Government facilities (Courthouses, VA Hospitals, etc)
Utilities	<ul style="list-style-type: none">• Water districts/water treatment plants• Central Maine Power• Gas stations/fuel companies

	<ul style="list-style-type: none"> • Natural Gas • Internet/phone/communication networks (cell/radio towers, Verizon, AT&T, Tmobile, etc)
Education	<ul style="list-style-type: none"> • 8 Colleges & Universities • High Schools/Middle Schools/Elementary Schools • Kindergarten/Daycare
Other	<ul style="list-style-type: none"> • Hazardous Materials facilities • Dams

5.4 Economy

Cumberland County is the State of Maine's economic engine. In 2022, almost 30% of employer establishments in Maine were located in Cumberland County. Cumberland County's economy is supported by a diverse array of industries such as construction, manufacturing, agriculture and fishing, commercial shipping, telecommunications, healthcare, transportation, major retail, banking and tourism.

5.5 Population Characteristics

As of the 2020 U.S. Census, there were 303,069 people residing in Cumberland County, a 7.6% increase in population over the past decade. The Greater Portland metropolitan area is the most populated area of the county. Maine is nationally and internationally recognized as Vacationland, and is known to attract out of state visitors and vacationers, as well as non-Maine residents who own property, particularly during the summer season. Visitors vacationing in Cumberland County or traveling through the County have the potential to significantly increase the population, which needs to be considered for emergency planning.

In Cumberland County:

- Approximately 7% of the population speaks a language other than English
- The median age in Cumberland County is 42.5
 - 21% of the population is over 65 years of age.
- Approximately 11% of the population has some type of disability.
- As of 2019, approximately 1,900 people are electricity dependent for life safety equipment

5.6 Hazard and Threat Analysis Summary

Cumberland County is exposed to many hazards that have the potential to disrupt local communities, cause damage, create casualties, and impact communication networks. The

effects of human-caused, natural, and technological hazards may present as individual isolated incidents or as events affecting the entire county. One hazard can also cause secondary hazards (e.g. a hurricane causing flooding) and create cascading effects (e.g. a hurricane causing falling trees, which damages power lines and causes power outages, which affects communication networks). The information in the Threat and Hazard Identification and Risk Assessment (THIRA) is used to guide communities to identify what capabilities they should invest in to successfully respond to hazards by identifying hazards in the county and determining their level of risk.

The ranking of potential identified hazards in Cumberland County are presented below, ordered from highest risk to lowest risk:

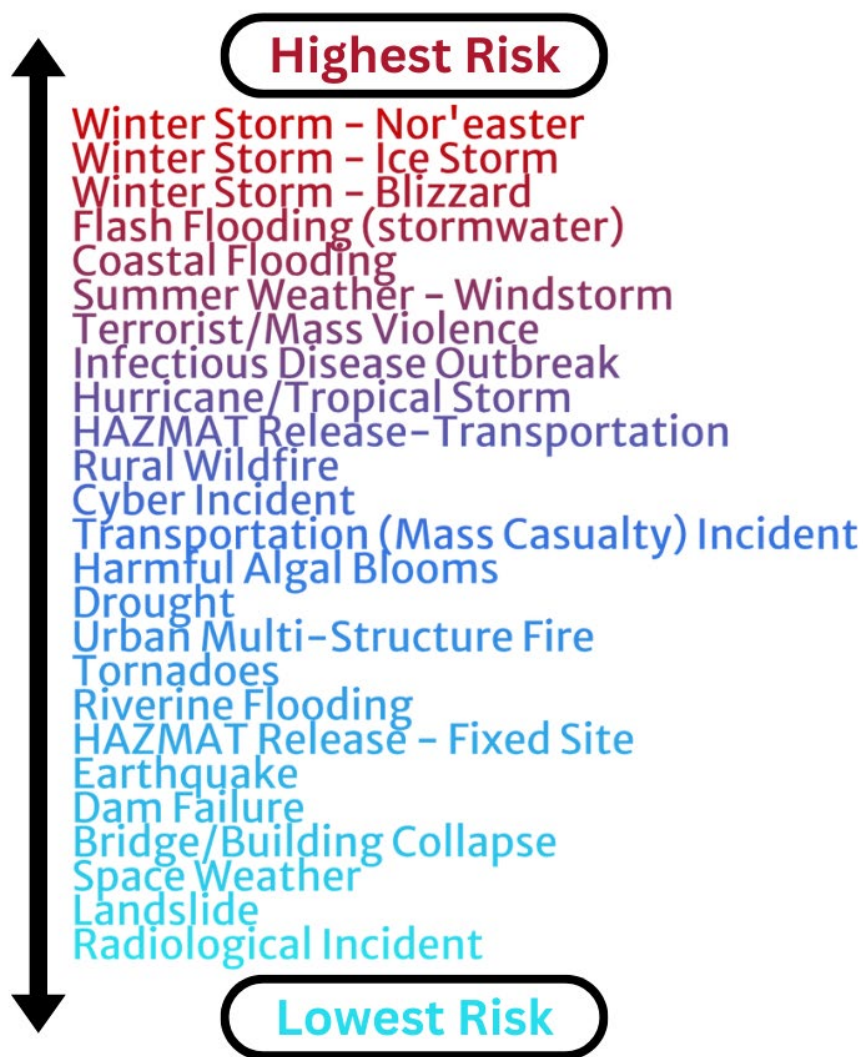


Figure 3: Hazards Identified in the Cumberland County THIRA

For more information about local threats and hazards, see the State of Maine Threat Hazard Identification and Risk Assessment (THIRA) report, Cumberland County Hazard

Mitigation Plan, Cumberland County Hazmat Plan, and Cumberland County's Threat Hazard Identification and Risk Assessment (THIRA).

5.7 Capability Assessment

The capability of Cumberland County to respond to a range of threats and hazards is assessed through the Stakeholder Preparedness Review (SPR). Using the threats and hazards identified in the THIRA, jurisdictions identify their current capability level which are compared to capability targets. This process also assists in identifying capability gaps across the areas of planning, organization, equipment, training, and exercises, and determine what is needed to close those gaps. This information can then be included in strategic planning at all levels and positions to increase the capability within Cumberland County. For more information, see the CCEMA SPR.

6 Mitigation Overview

The Cumberland County Hazard Mitigation Plan has developed goals, objectives, and courses of action to mitigate the effects of those threat and hazard events identified as having the highest prevalence and/or potential impact. It is in line with the national mitigation capabilities of:

- Community Resilience
- Long-term vulnerability reduction
- Risk and Disaster Resilience Assessment
- Threat and Hazard Identification
- Planning
- Public Information and Warning
- Operational Coordination

Mitigation actions for Cumberland County include preventative measures, property protection measures, natural resource protection, emergency services measures, structural projects, social vulnerability, and public information activities. Mitigation is focused on reducing the effects of a disaster before they happen, which will reduce the need for response. For example, an effective flood control project could keep a roadway clear and free of water and other debris. By maintaining this roadway, it eliminates the need for police officers to respond to close the road and firefighters to rescue individuals who are trapped. It will also decrease response times of first responders to the area and the surrounding area.

7 Planning Assumptions

The following assumptions are those that Cumberland County EMA considers for planning purposes and to execute the Cumberland County EOP. These assumptions indicate

areas where adjustments to the plan have to be made ad hoc, as any emergency or disaster evolves.

- It is assumed that any emergency or disaster individually or in combination with other emergencies may cause a grave situation within the County. It is also assumed that these incidents will vary in size and intensity.
 - For this reason, planning efforts are made as general as possible so that they are applicable to all sizes and types of emergencies.
 - Planning efforts also consider the potential for simultaneous occurrence of emergencies or disasters in multiple locations.
- Cumberland County officials are aware of the possible occurrence of an emergency or major disaster and their subsequent responsibilities in the execution of this plan.
- Every municipality has an Emergency Management Director under State law.
- A major emergency or disaster may overwhelm the capabilities of a community to provide prompt and effective emergency response and recovery.
- Mutual aid will be requested when disaster relief requirements exceed the municipality's ability to meet them. When mutual aid is exhausted and requirements to meet the objectives of the emergency or disaster are exceeded, Cumberland County may be asked to provide support.
 - In an emergency or disaster situation, Cumberland County Emergency Management Agency provides that support to our municipalities and partners
- When municipal resources and those within Cumberland County are determined to be insufficient, Cumberland County expects assistance from response organizations and departments from neighboring jurisdictions, the State of Maine, and/or the Federal government to supplement county/local efforts.
- The National Incident Management System and National Response Framework are the adopted organizational structures and methods for managing all emergency response operations.
- Large incidents will require the activation of the Cumberland County Emergency Operations Center.
 - Local EOC's or Departmental Operations Centers may open concurrently with the CCEOC.
- State and Federal disaster assistance, when provided, will supplement, not substitute for, resources within Cumberland County and its efforts.

- Outside assistance may not be available for at least 72 hours following the presentation of an emergency or disaster situation.
- The Cumberland County EOP is an all-hazards plan.

8 Concept of Operations

8.1 Activation

Should municipal resources be inadequate during emergency operations, County assistance may be requested according to the Statewide Mutual Aid Agreement, as well as other mutual aid agreements and understandings negotiated before and/or during the emergency. The Cumberland County Commissioners are legally responsible for all functions of the County government. CCEMA is the department within the Cumberland County Government that has responsibility for all emergency management functions. This includes the activation of emergency plans and/or utilization of the EOC. The CCEMA Director is responsible for notifying CCEMA/EOC staff of the EOC activation via the most expedient method available, typically a phone call. The Deputy EMA Director may act on behalf of the EMA Director, when the EMA Director is not available.

When the EOC Director determines that an emergency is beyond the control and resources within Cumberland County, a resource 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.

This Plan shall be activated:

- For an expected or forecasted disaster
- For a spontaneous or 'no-notice' disaster
- In response to an IPAWS request from a municipality.
 - Alerts using IPAWS are sent by the Maine Emergency Management Agency.
- In response to a request from the Director of Maine Emergency Management Agency (MEMA) or designee.
- In response to a Governor declared state of emergency
- In any event causing significant disruption to the operations of the Cumberland County Government

The Plan may also be activated for:

- A significant pre-planned event

- A mass gathering
- Any circumstance requiring County level coordination or support

8.2 The Role of the EOC

The CCEMA Emergency Operations Center supports on-scene incident command efforts to preserve lives, stabilize the incident by restoring community lifelines, protect property and the environment, and re-establish pre-disaster norms. While supporting initial response actions, the CCEMA EOC also supports the subsequent recovery of expenses and losses through the Stafford Act (PL 94-288 amended).

The CCEMA EOC may provide:

- Operational and strategic coordination
- Information collection, analysis, and dissemination
- Logistical support
- Equipment
- Supplies
- Personnel, including volunteers
- Coordination with other jurisdictions, private sector, and voluntary organizations
- Public information support
- Damage assessment support
- Emergency communications support

8.2.1 The EOC Facility

CCEMA Cumberland County Emergency Management Agency maintains two alternate EOC locations: a space in the Northport Drive facility suitable for partial activations using internal staff, and a larger space at the Windham campus suitable to incorporate partner agency liaisons and volunteer augmentation for a full activation. Each EOC has surveillance and security measures, as well as a backup generator. There are a number of partners that support the continued function and operation of the facility and the required services:

- Cumberland County Information Technology Department: ensures the functionality of the county IT networks, laptops, and other technology in the building
- Cumberland County Facilities Department: responsible for the day-to-day building maintenance and cleaning, including ensuring functioning septic system, water, HVAC, and generator

- Communications Volunteers: ensure functioning radio communication capabilities between CCEMA and local and state agencies, as well as other partners and stakeholders
- Center Support Section: an internal EOC section responsible for ordering and maintaining office supplies to support an EOC activation, as well as food and bedding materials in the event of extended operations. During an EOC activation, ensures that EOC staff have the resources and capabilities required to do their jobs. This position may include all of the above responsibilities.

8.3 Activation Levels

Activation levels describe changes in the EOC's operational posture based on the coordination demands of a threat or actual incident. Please note, Steady State is defined as the routine operational posture in the absence of conditions; no activation level is defined, and the EOC will return to Steady State after conditions subside.

- Monitoring: When a threat or incident occurs which may affect local town and city partners, the CCEMA Director or designee makes the decision to increase monitoring, notify EOC staff, and send out periodic updates in response to potential threats or an ongoing event. Some normal day-to-day, or "blue sky", activities will likely continue unaffected.
 - At this point, the Northport Drive EOC will be used if administrative workspaces are inadequate.
 - A historical example of the CCEMA EOC in a monitoring status is the 2023 Lewiston shootings (a significant event in a neighboring County).
- Partial Activation: When a threat or incident has the potential to grow beyond the capability or capacity of local town and city partners, the CCEMA Director makes the decision to transition to a partial activation of the EOC. The partial activation staffing level is tailored to meet the requested or anticipated needs, and can incorporate any ISM sections, branches, or units. CCEMA staff members supporting a partial activation will transition completely from "blue sky" activities to EOC support; some CCEMA staff members may continue separate "blue sky" activities. Volunteer support may be utilized for key coordination or building situational awareness. The CCEMA Director may move directly to a full activation if deemed warranted by the potential threat or active incident.
 - A partial activation is expected to utilize the Northport Drive EOC, but also triggers consideration of utilizing the Windham EOC.
 - Previous examples of the CCEMA EOC in a partial activation status are Hurricane Lee and Winter Storm Elliott.

- Full Activation: When a potential threat or incident requires multiple ISM sections, significant participation by external agencies, or otherwise exceeds the capabilities of a partial activation, the CCEMA Director makes the decision to transition to a full activation of the EOC. All CCEMA staff members will be engaged supporting the EOC, and “blue sky” activities will likely cease completely. Significant volunteer participation will be used in the EOC and special teams will be active throughout the County. A full activation is likely to include significant participation in the EOC by local partners or staff from adjacent county agencies, either in liaison roles or in ISM sections and units.
 - A full activation will likely require the Windham EOC, with the Northport Drive EOC fulfilling a secondary objective.
 - There is no recent example of a CCEMA EOC full activation, but will likely be required for an event such as the 1998 Ice Storm or a hurricane hitting the County directly.

8.4 Access and Functional Needs Populations (AFN)

The “Whole Community” approach to Emergency Management involves including all different types of people, organizations, and communities in emergency planning. Of particular concern are the Access and Function Needs (AFN) Populations. Access and Functional Needs Populations are members of the community who experience physical, mental, or medical care needs and who may require additional assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

Examples of individuals who have access and functional needs include, but are not limited to:

- Individuals who are deaf or hard of hearing and/or are visually impaired
- Individuals with limited English proficiency
- Children and the elderly
- Individuals without vehicles
- Individuals with special dietary needs
- Individuals who experience physical disabilities
- Women in the late stages of pregnancy

Cumberland County Emergency Management Agency has partnerships with service agencies and through these partnerships shall assist those persons with access and functional needs in providing preparedness information, emergency public information, and critical public services in an accessible manner.

8.4.1 Children

Children are a unique population and have unique needs. The County and its partners will consider preparedness, evacuation, shelter operations, and public outreach and education activities in relation to children.

Individuals with children have the primary responsibility for minimizing the impact of disasters to themselves and their children through personal preparedness activities. Cumberland County Emergency Management Agency assists in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services. Each school district and childcare facility within Cumberland County also has a primary responsibility in ensuring the safety of schoolchildren under its supervision.

In sheltering situations, the needs of children must be considered. CCEMA accounts for these needs in a number of ways, including providing Infant Shelter Kits during mass care, separate family areas and child play areas in shelters with activities, mental health and medical services, age-appropriate feeding, and family reunifications plans. For more information on children in mass care, see the Mass Care Annex.

8.4.2 Animals

The need to care for domestic livestock and/or companion animals plays into decisions made by people affected by disasters. Often, individuals may not evacuate or take other emergency protective measures if their animals are not included. Preparing for the care of animals during a disaster is the primary responsibility of owners. During mass care/sheltering situations, the Cumberland County Animal Response Team (CCART) supports animal sheltering in a location co-located with the human shelter. The County may also coordinate with local pet rescues, local animal owners, veterinarians, and animal advocacy groups and charities sponsored by private organizations to address animal-related issues that arise during an emergency. If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through MEMA.

9 Organization and Assignment of Responsibilities

Complex incidents require a higher level of organization than routine events. This plan provides assignments to designated departments and agencies with primary and support responsibilities, including the roles that federal, state, local, regional, and private sector agencies will take to support local operations.

9.1 Local Jurisdictions

The responsibility for responding to emergencies and disasters, both natural and manmade, begins at the local level - with citizens and public officials in municipalities affected by the event. Incidents start at the local level. Each municipality provides for their own public safety resources during a crisis response, which may include, but is not limited to, municipal police officers, fire, and EMS. Each municipality is required by law to have a designated Local

Emergency Management Director. For more information, see the Firefighting Annex and the Law Enforcement Annex.

The following are tasked with primary and support responsibilities. More specific assignments can be found in the supporting annexes to this EOP and in detailed SOP documents developed by each respective organization.

911 Dispatch Center/ Public Safety Answering Points (PSAPs)

- Serves as the 24-hour contact point for emergency notification, communication, incident management, and awareness.
- Manages and sends CodeRED mass notification messages at the direction of the incident commander.

Local Emergency Management Director

- Coordinates local response
- Assists Incident Command
- Maintains communication with local and county partners
- Shares information to contribute to the shared operational picture
- Manages internal resources and requests additional resources, as needed

Municipal Police Departments

- Conducts law enforcement operations.
- Provides a representative to the EOC (if requested).
- Conducts route alerting/door-to-door knocking, as necessary.
- Establishes primary and alternate evacuation routes.
- Provides traffic control.
- Identifies road impediments.
- Controls access to affected areas.
- Provides security at disaster response site, including shelters, PODs, Reunification Center, etc, as requested.

Municipal Fire Departments

- Provides a representative to the EOC (if requested).

- Conducts firefighting, rescue, EMS, and hazardous material operations (as capable/trained)
- Assists in route alerting and door-to-door notification.
- Assists with the provision of EMS/first aid to evacuees at reception centers and mass care shelters.
- Assists with providing trained personnel for monitoring and decontamination.
- Provides transport of contaminated, exposed, and/or injured individuals.
- Assists in public evacuation by providing ambulance support.

9.2 County Jurisdictions

When local resources are overwhelmed or additional coordination is needed, county-level agencies are available for additional support.

County Commissioners

- Provides policy guidance during emergency response efforts in coordination with the County Manager and CCEMA Director.

County Manager

- Provides overall leadership of county functions.
- Advises the County Commissioners as soon as practical of the emergency or disaster and provides details of the major incidents.

Emergency Management Agency (CCEMA)

- Activates and manages the Cumberland County EOC.
- Coordinates response and recovery operations, including overseeing adequate representation of essential departments and agencies at the EOC.
- Recommends protective action measures (i.e. evacuation, shelter-in-place, etc.) to local jurisdictions.
- Coordinates the flow of information to adjacent counties and MEMA.
- Requests additional resources from the State and other partners on behalf of the municipalities.
- Develops and disseminates information to foster a common operating picture.
- Coordinates activation of public alerting systems, including IPAWS, CodeRED, social media, and local media.

- Coordinates relocation to alternate EOC, if necessary.
- Develops and maintains the EOP and EOC SOPs.
- Coordinates and supports other sites, including, but not limited to:
 - Emergency Shelters
 - Joint Information Centers
 - Volunteer Reception Centers
 - Points of Distribution (POD)
 - Reunification Centers
 - Staging Areas
 - Demobilization sites
- Provides for EOC staff training to include drills and exercises.
- Coordinates emergency management training.
- Coordinates the assistance provided by private organizations, groups or volunteers, in partnership with the American Red Cross (ARC) and other non-government agencies.
- Ensures that information released to the public is accurate and timely.

Cumberland County Sheriff's Office

- Provides law enforcement services in areas that do not maintain a municipal law enforcement agency
- Assist local law enforcement, as requested.
- Provides a representative to the EOC, as requested.
- Provides security at disaster response sites, including shelters, PODs, Reunification Center, etc, as requested.

9.2.1 Cumberland County EMA EOC

The CCEMA EOC utilizes the Incident Support Model (ISM) structure. The ISM structure is used in the EOC because the EOC functions as a support to the incident commander, rather than conducting operations. ISM separates the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions from the ICS Administration/Finance Section, making it more functional for staff that are focusing on support functions.

The ISM EOC Organization Chart (below) is a sample that depicts a Full Activation. Not all positions and units will be needed each time the EOC is activated. The EOC Director will activate the EOC positions and units deemed necessary to effectively respond to the situation then expand or contract as needed. A Full Activation does not have an upper limit, but will add additional personnel under the sections, branches, and units depicted in Figure 9. The roles and responsibilities of any unit, branch, or section that is not activated fall upward to the roles and positions that are filled.

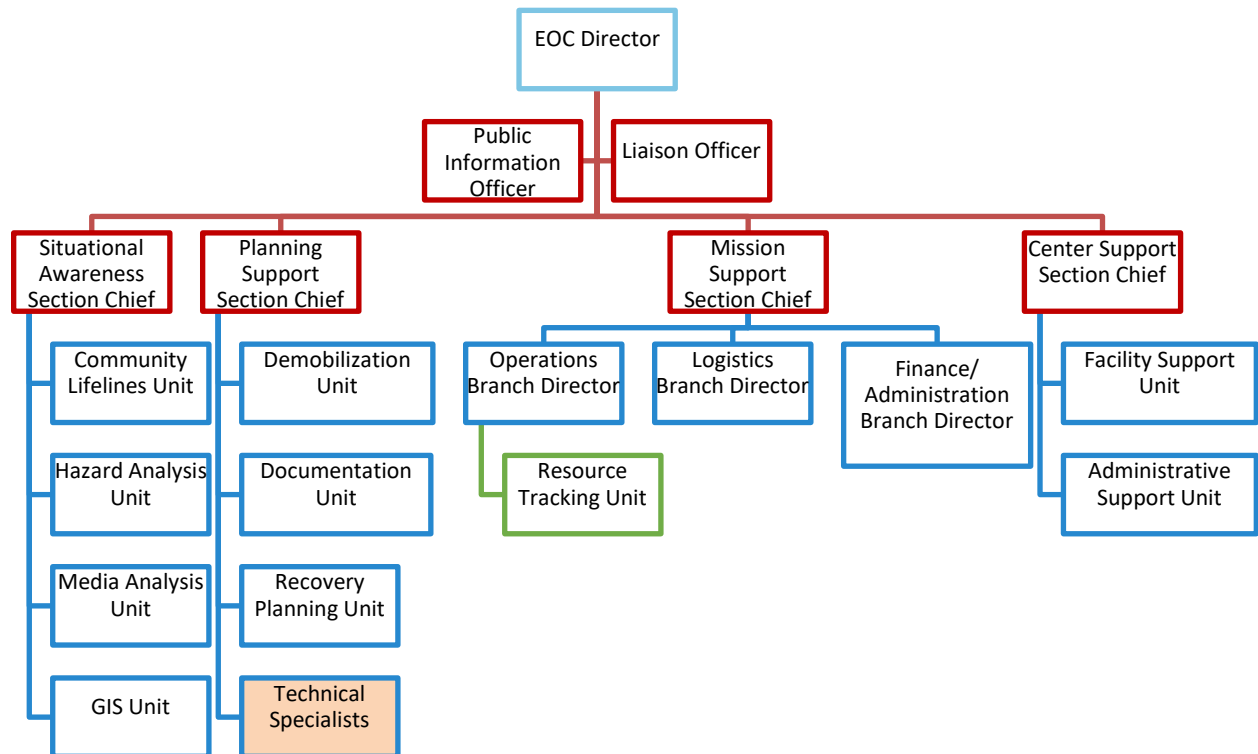


Figure 4: ISM EOC Organization Chart

Command and Section Chief Responsibilities

EOC Director:

- The EOC Director manages and provides direction for the EOC.
- Establish direction and control of the overall emergency response and recovery.
- Determine needs and activate the EOC Command Staff and sections as needed.
- Coordinate with the Public Information Officer regarding public information, press releases, and media relations.

- Coordinate with the Liaison Officer about activities and coordination with surrounding jurisdictions and state, federal, and private partners.
- Provide the County Manager information about the emergency or disaster and response activities and the need for a local disaster declaration.
- Manage fiscal authorization for expenditures in the EOC.

Public Information Officer (PIO):

- Serve as the Cumberland County central coordination point for all media releases, or coordinate within the Joint Information System, as appropriate for the incident.
- Ensure the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information.
- Coordinate media releases with PIOs at incidents or representing other affected emergency response agencies as required.
- Develop the format for press conferences, in conjunction with the EOC Director.
- Determine the need for additional PIOs to support the incident.
- Coordinate traditional and social media analysis.
- In coordination with the EOC Director, provide orientations for VIPs and other visitors to the EOC or incident scene with approval of the On-scene Incident Commander.

Liaison Officer:

- Oversee all liaison activities, including coordinating with outside agency representatives assigned to the EOC and handling requests from other EOCs for Cumberland County representatives.
- Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
- Ensure position-specific guidelines, policy directives, SITREPS, and appropriate EOC IAPs are provided to agency representatives upon check-in.

Situational Awareness Section Chief:

- Oversee the collection, analysis, and dissemination of incident-specific and other operational information related to the emergency from all available sources (e.g., field contacts, other EOC staff, Technical Specialists, news feeds, and social media feeds).

- Ensure the responsibilities of the Situational Awareness Section are addressed as required, including the following:
 - Create and maintain maps, status boards, and other displays and ensure they contain current and accurate information.
 - Prepare SITREPs and other situational awareness products for information dissemination, such as reports, briefings, and presentation products.
 - Provide briefings as requested by the EOC Director.
 - Collect and maintain up-to-date information regarding the impacts and status of community lifelines including restoration timelines.
- Inform EOC Director of significant issues affecting the Situational Awareness Section.
- Ensure the Situational Awareness Section objectives, as stated in EOC IAPs are accomplished within the operational period or within the estimated time frame.
- Supervise and exercise overall responsibility for the coordination of unit activities within the section.
- Establish the appropriate level of organization for the Situational Awareness Section, including the activation of Community Lifelines Unit, Hazard Analysis Unit, and Media Analysis Unit.

Planning Support Section Chief:

- Provide a range of current and future planning services that may include developing contingency, deactivation, demobilization, and recovery plans.
- Ensure the responsibilities of the Planning Support Section are addressed as required, including the following:
 - In coordination with the EOC Director, the Command Staff, and the General Staff, establish the operational periods, meetings schedules, and staffing plan.
 - Prepare and distribute the EOC IAP and facilitate the Planning Meeting.
 - Develop the EOC Demobilization Plan, if necessary.
 - Document and maintain files on all EOC activities, including all documentation from other sections.
 - Provide support services to EOC sections and branches.
- In coordination with other Section Chiefs, ensure status reports are completed and used as the basis for the EOC IAP.

- Inform EOC Director of significant issues affecting the Planning Support Section.
- Ensure Planning Support Section objectives, as stated in EOC IAPs, are accomplished within the operational period or within the estimated time frame.
- Supervise and exercise overall responsibility for the coordination of unit activities within the section.
- Establish the appropriate level of organization for the Planning Support Section, including the activation of the Documentation Unit, Demobilization Unit, and Technical Specialists.

Mission Support Section Chief:

- Oversee acquiring, deploying, and tracking resources and services.
- Ensure the responsibilities of the Mission Support Section are addressed as required, including the following:
 - Ensure support is provided to Cumberland County's public and private disaster response partners including: first responder operations, mass care operations, public works operations, and hospital or public health operations.
 - Oversee funding, purchasing, and reimbursement of expenses.
 - Ensure detailed financial records are maintained throughout the event or disaster.
 - Ensure all recovery documentation and disaster financial assistance paperwork is accurately maintained for submission to FEMA and/or the Maine Emergency Management Agency (MEMA).
- In consultation with the EOC Director, determine spending limits.
- Inform EOC Director of significant issues affecting the Mission Support Section.
- Supervise and exercise overall responsibility for the coordination of branch and unit activities within the section.
- Ensure Mission Support Section objectives, as stated in EOC IAPs, are accomplished within the operational period or within the estimated time frame.
- Establish the appropriate level of organization for the Mission Support Section, including the Operations Branch, Logistics Branch, and Finance/Administration Branch.

Center Support Section Chief:

- Support the needs of the EOC facility and staff to ensure staff have the resources and capabilities required to perform their roles, including the Joint Information Center (JIC), if activated.
- Ensure the responsibilities of the Center Support Section are addressed as required, including the following:
 - Locate or acquire equipment, supplies, and personnel to meet EOC needs, including JIC needs, if activated. Ensure proper installation of new systems or equipment.
 - Arrange for food, lodging, and other support services as required for the EOC, and oversee the EOC's administrative processes.
 - Ensure EOC facilities include adequate restrooms, food service, and rest areas, and ensure cleaning services are established and maintained.
 - Oversee facility access and security.
- Ensure Center Support Section objectives, as stated in EOC IAPs, are accomplished within the operational period or within the estimated time frame.
- Regularly provide section updates to EOC Leadership.
- Supervise and exercise overall responsibility for the coordination of unit activities within the section.
- Establish the appropriate level of organization for the Center Support Section, including the Facility Support Unit and Administrative Support Unit.

For more information, position responsibilities, procedures, and job aids please refer to the CCEMA ISM EOC Handbook.

9.3 State Departments and Agencies

At the State level, MEMA assists in coordinating the mitigation (risk reduction) preparedness, response and recovery from emergencies and disasters such as floods, hurricanes, earthquakes or hazardous materials spills. MEMA also provides guidance, and assistance to county and local governments, businesses and nonprofit organizations in their efforts to provide protection to citizens and property, and increase resiliency in the face of disaster. All requests for state services are routed through the Maine Emergency Management Agency. The state departments and agencies that may be needed during a disaster include:

Maine Emergency Management Agency

- Managing and coordinating resource requests from the county
- Providing situational awareness updates

- Requests disaster declaration from the governor, if needed

Maine Department of Transportation

- Provides signage and alters routes of travel on State roads for evacuations and damaged/closed roads
- Reopens State roads once the hazard is clear

Maine Center for Disease Control Public Health Emergency Preparedness (Maine CDC-PHEP)

- Provides public health expertise and guidance
- Conducts inspections of emergency shelters

Maine Department of Environmental Protection

- Responds to hazardous materials (HazMat) spills and other disasters involving HazMat

Maine Information and Analysis Center

- Maine's designated fusion center
- Collects, analyzes, and shares law enforcement intelligence with partners

Maine State Police

- Provides supplemental law enforcement resources
- Provides Incident Management Assistance Team personnel

Maine Forest Service

- Subject matter expert on wildfires
- Coordinate and provide resources for wildland firefighting efforts
- Provides search and rescue and emergency medical services
- Provides supplemental law enforcement
- Provides Incident Management Assistance Team personnel

Maine National Guard

- Assists with debris removal and/or perform emergency repairs
- Assists in the movement of personnel, cargo, or fuel
- Provides communications equipment

- Provides personnel to support emergency operations coordination and incident command
- Provides equipment and personnel to support mass care
- Provides medical personnel and equipment to support public health and medical missions
- Provides personnel and equipment to support search and rescue, crowd control, security measures, roadway assessments, mass casualty incidents, and air support coordination

9.4 Volunteer Organizations

During a disaster response, the resources of local municipalities are often stretched thin. Cumberland County EMA relies on a number of voluntary organizations involved in disaster preparedness and response to supplement local resources and provide services to the community.

Local organizations:

Wilderness Rescue Team

- Provides search, technical rescue, and medical services in wilderness areas
- Provides a consultant member to assist responders in search and rescue situations

Wireless Society of Southern Maine - Emergency Communications Team (WSSM-ECT)

- Amateur Radio Team that provides auxiliary radio communication services for CCEMA or authorized partners, and maintains continuity of communications
- Establishes and maintains fixed, mobile, and/or portable amateur radio equipment and is available to operate public safety emergency communication equipment
- Assists with situational awareness by monitoring radio traffic and sharing ground-truth weather information via SKYWARN

Incident Management Assistance Team (IMAT)

- Provides support to incident command by fulfilling a position within the ICS system, completing incident specific tasks, or completing documentation
- Assists in local or county EOCs

Cumberland County Animal Response Team (CCART)

- Coordinates sheltering for pets and other animals during a disaster
- Provides medical care, food, water, and other needs as necessary for the care of animals

National organizations with local branches:

American Red Cross

- Sets up and staffs emergency shelters during disasters
- Assists with feeding and providing essential supplies to those affected
- Provides medical care, spiritual care, and mental health support
- Assists with family reunification

Salvation Army

- Provides food, water, and emergency shelter during disasters
- Provides emotional and spiritual care
- Assists with long-term disaster recovery

Information Technology Disaster Resource Center (ITDRC)

- Provides technology assistance and equipment to aid in the connectivity of responders and survivors at shelters, EOCs, JICs, ICPs, fire/police stations, distribution centers, Volunteer Reception Centers, etc.

Team Rubicon

- Assists with debris management

Civil Air Patrol

- Provides air resources for damage assessments and search and rescue efforts
- Assists with mass care sheltering and distribution centers

Trauma Intervention Program (TIP) of Greater Portland

- Provides immediate, short-term emotional first aid to those affected by disasters

9.4.1 Unaffiliated Volunteers

During a large-scale or highly publicized disaster, many citizens feel compelled to offer their time and skills to assist their neighbors and community in the response or recovery. While CCEMA recommends and encourages volunteers to make connections with formal, organized volunteer groups prior to the disaster, it is recognized that individuals may arrive to offer help even if they are not part of one of these groups. These unaffiliated or spontaneous volunteers will be directed to a Volunteer Reception Center (VRC). A VRC is a coordination point for these

volunteers to be registered, screened, and placed with an organization or need that fits their skillset and interest. They will also be provided safety training and identification.

CCEMA has two systems for running a VRC:

- Virtual: CCEMA uses MaineReady (<https://www.maineready.org/>) as a virtual VRC to post needs and register volunteers online.
- In-Person: CCEMA can set up an in-person facility, with assistance from ITDRC and staffed by United Way of Southern Maine and other volunteers, to coordinate unaffiliated volunteers, conduct safety training, and sign in/out volunteers.

These two functions are best used in conjunction with each other to ensure maximum efficiency, accuracy, and appropriate safety. The MaineReady virtual VRC can be used to control the flow into the in-person VRC by providing a date and time for volunteers to report for safety training and identification, after being screened and placed virtually. For more information, see the Donations and Volunteer Management Annex and the Volunteer Reception Center SOP.

9.5 Mutual Aid Agreements

Mutual aid is exercised whenever additional resources are needed.

- The majority of municipalities in Cumberland County have mutual aid agreements between their respective police and fire departments.
- Cumberland County participates in statewide, regional, and international mutual aid agreements, which provide for law enforcement, fire protection, emergency management, medical services and utilities.
 - Emergency Management Assistance Compact (EMAC): EMAC is a national all-hazards, all-disciplines mutual aid compact. This allows States to share resources, including personnel, equipment, and supplies, during governor-declared states of emergency or disasters. In Maine, all EMAC requests are managed by MEMA.
 - Statewide Mutual Aid Agreement: The Maine Statewide Mutual Aid Agreement is intended to provide local first responders with easy access to large quantities of resources or specialties that may be needed during a disaster or major event. This does not replace local mutual aid agreements, but augments them by providing for the systematic mobilization, deployment, organization, and management of emergency service resources.
 - International Emergency Management Assistance Compact (IEMAC): IEMAC is a mutual aid agreement between the northeastern states and the eastern Canadian provinces to provide for the sharing of personnel, equipment, and other resources during a major emergency. This compact also provides the

mechanism for planning and mutual cooperation among the jurisdictions, including conducting exercises, testing, or other training activities.

- Standing agreements exist between local jurisdictions and State agencies for forest fire suppression and rural search and rescue.

9.6 Special Considerations

9.6.1 Critical Infrastructure

Critical infrastructures include those assets, systems, networks and functions - physical or virtual - so vital to the State and Country that their incapacitation or destruction would have a debilitating impact on security, national economic security, public health, the environment or safety or any combination of those matters. Key resources are publicly or privately controlled resources essential to minimal operation of the economy and the government.

Cumberland County works to protect Critical Infrastructure/Key Resources (CIKR) by:

- Educating local emergency managers and first responders about critical infrastructure security and resilience
- Providing templates and subject matter expertise to help municipalities and organizations develop business continuity plans
- Sharing threat and incident information
- Encouraging businesses and individuals to report suspicious activity
- Seeking their input in the creation of all hazards plans for the County

For more information on private sector coordination, see the CCEMA Resource Management Plan. For more information on Critical Infrastructure and Key Resources, see the CIKR Annex.

9.6.2 Hazardous Materials

During a hazardous materials (HazMat) incident, the local responding agency has primary responsibility for managing the incident. The Local Emergency Planning Committee (LEPC) and Regional Response Teams in Cumberland County are intended to support any community or incident commander responding to a HazMat incident.

CCEMA administers and coordinates the LEPC. LEPC is a community-based organization with the goal of increasing hazardous materials (HazMat) preparedness and response. This organization provides support to local communities by:

- Receiving and processing chemical inventory reports from local industry (also known as Tier II, RMP, and TRI)
- Receiving and processing reports of chemical releases

- Responding to public requests for information on chemical inventory or releases
- Providing planning support for emergency responders and industry members
- Coordinating and hosting training
- Increasing community awareness

The LEPC is also responsible for developing the Cumberland County HazMat Emergency Response Plan. This document assists responders and officials when responding to incidents within the Cumberland County LEPC planning area.

There are two Regional Response Teams (RRT) located in Cumberland County: housed within the Portland and South Portland Fire Departments. Agencies in Cumberland County can request additional teams through MEMA. These teams respond to a variety of HazMat releases and provide expertise to the incident commander in an effort to mitigate the release.

Depending on the size, scale, and complexity of the incident, CCEMA and MEMA may also provide logistical, coordination, communication, and planning support. For more information on HazMat response in Cumberland County, see the CCEMA HazMat Emergency Response Plan.

9.7 Organizational Readiness

CCEMA maintains current notification rosters for all internal staff, supporting agencies, and emergency services including fire, law enforcement, and EMS, as well as local emergency management directors. Contact information for municipal representatives, county representatives and employees, and non-governmental entities and points of contact are also be kept on file within the EOC.

Maps, historical data, and other reference materials are also managed, maintained, and kept on file by CCEMA at the EOC. Any information not kept at the EOC will be available in digital or hard copy form and sent to the EOC, or other destination as appropriate to the situation, at the time it is needed. Municipalities keep their own contact rosters and SOPs locally. They should update CCEMA as info changes.

10 Direction, Control, and Coordination

This plan is implemented under the direction of the Cumberland County Emergency Management Agency Director or his/her designee.

Initial response to an incident will be managed by the responding agency who will assign an on-scene Incident Commander. This Incident Commander is responsible for performing or directing all response efforts, including enforcing emergency measures and designating emergency areas. Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the County may activate the EOC. The EOC supports on-scene operations and coordinates resource requests. Any request for support should be submitted to the CCEMA

Director, who will determine whether to activate the County EOC and will assume, or designate, the role of EOC Manager. The on-scene Incident Commander will retain tactical control over the incident, relying on the County EOC for resource coordination, interagency communication, situational awareness, communications support, and public information support. Depending on the complexity of the incident, the EOC may also be used as a Unified Command or part of a Multi-Agency Coordination Group.

As incidents expand in magnitude, size and scope, they require greater amounts of resources and increased levels of coordination by the CCEMA and affected jurisdictions. In such cases this Plan is integrated with and complementary to other regional, jurisdictional and state plans.

10.1 EOC Role in a Multi-Agency Coordination System

A Multi-Agency Coordination System (MACS) is a system and process that allows all levels of County and local government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines or across levels of government. Multi-agency coordination occurs on a regular basis whenever personnel from different agencies interact in such activities as preparedness, response, recovery and mitigation.

The primary function of a MACS is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field. A MACS consists of a combination of elements:

- Personnel
- Procedures
- Protocols
- Business Practices
- Communications integrated into a common system

The Cumberland County EOC utilizes the NIMS, Multi-Agency Coordination System (MACS) and Multi-Agency Coordination Center (MACC) models to better define how they will work together with local jurisdictions and the State more effectively. Initially the Incident Command/Unified Command and the Liaison Officer may be able to provide all needed multi-agency coordination at the scene. However, as the incident grows in size and complexity, off-site support and coordination may be required.

Integral elements of MACS are dispatch procedures and protocols, the incident command structure and the coordination and support activities taking place within the activated Cumberland County EOC/MACC. Fundamentally, MACS provides resource support,

coordination and assistance with policy-level decisions to the ICS structure managing an incident.

MACS Example: Wildfire Response

Situation: Multiple wildfires across Cumberland County, resulting in a multi-jurisdictional response involving various disciplines. Evacuations and sheltering are in progress. Resources are strained and multiple mutual aid partners are responding.

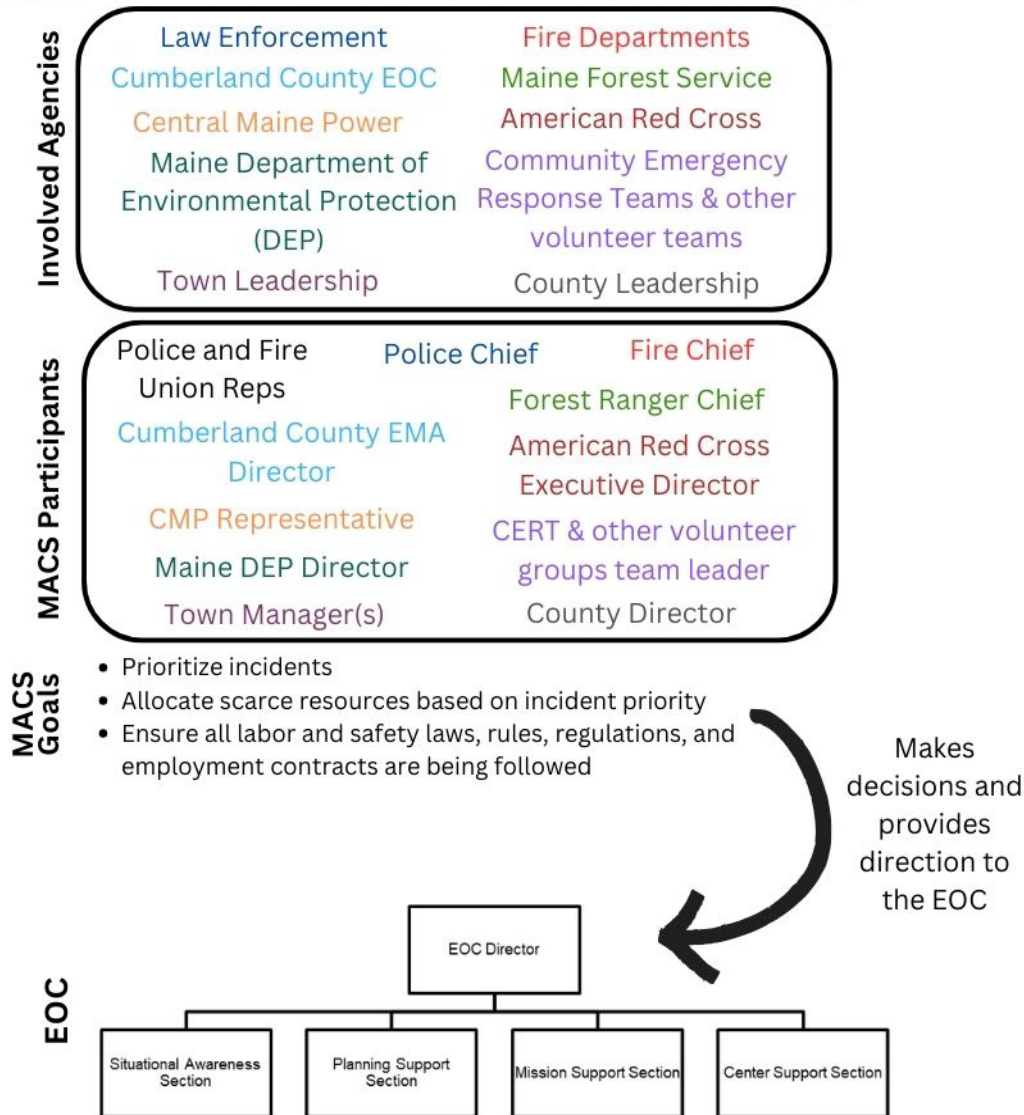


Figure 5: Example of a MACS & EOC Interaction

11 Information Collection, Analysis, and Dissemination

Disaster information is managed primarily at the local level under the Incident Command System (ICS) Planning Section, but is also managed at the county level EOC. Within the EOC, the Situational Awareness Section is responsible for this function. For additional information on information collection, analysis, and dissemination, see the CCEMA EOC

Handbook. Within the context of emergency management, several tools are available to ensure information is appropriately collected, analyzed and shared.

- WebEOC is a State-run computer-based system that is used to manage multiple aspects of the incident. It can also be used as a mechanism for sharing information between CCEMA, the State, and other counties. EOC protocols and procedures will establish the use of WebEOC.
- Standard ICS forms are used as a method of sharing information. The use of ICS forms within the EOC is encouraged as a method of ensuring compatibility with forms used at the ICP level. Many ICS forms have an ISM equivalent; for more information, reference the EOC Handbook or the CCEMA EOC Shared Documents.
- Information briefings will be conducted on a periodic basis and always at the beginning of each operational period within the EOC.
- Slack Channels are utilized by the EOC staff, partner agencies, and local emergency management directors during EOC activations. This chat-based program allows the sharing of real-time information, as well as documents and photos, between users who have different information technology requirements (i.e. organizations who use Google Workspace vs. Microsoft 365)..
- Partners are notified via phone, email, or radio of important information.
- Critical and Sensitive Information related to law enforcement/intelligence matters is reported to and disseminated through the Maine Information and Analysis Center (MIAC) and Office of Infrastructure and Protection. The information received is used for appropriate planning and in support of operations as applicable. For additional information on reporting to and receiving information from MIAC, see the Emergency Threat Memo.

To assist decision makers and information gathering and processing, it is important to establish a common operating picture. A formal reporting methodology must be provided to all levels, including operational areas, branches, divisions, and any state or federal organizations, to focus collection efforts on essential information. This may include status updates via ICS form 201 from organizations at the beginning of each operational period. It is also necessary to prioritize the kinds of information that are required.

Organized, accurate, and timely information is key to informing response activities. Critical and essential information includes information such as:

- The impact and magnitude of the affected area

- Demographics (including individuals displaced, self-evacuees, injured, and killed) and information on AFN populations (access, mobility, disability, language, age, poverty, service and pet animal populations)
- Lifesaving needs, such as evacuation plans, timelines and instructions (to include the evacuation of critical facilities such as hospitals and nursing homes), and search and rescue
- Information on damage to residential dwellings, businesses, temporary housing plans and power restoration updates
- The risk of damage to the community, including the agricultural community
- The status and capacities of shelters, as well as the services provided
- Ability of government organizations to continue essential functions and services
- The status of critical infrastructure such as transportation, utilities, communication systems, and fuel and water supplies
- Damage to and status of critical facilities such as police and fire stations, medical providers, water and sewage treatment facilities, airfields, and media outlets
- Requests and/or need for state and federal assistance
- Status of declarations and ESF activations
- Identification of federal and state level priorities
- Location, capabilities, and number of all deployed response resources including equipment, commodities, and personnel
- Potential chemical, physical, and natural hazards that may affect the safety and health of response and recovery workers
- Weather status and future forecasts
- Factors that have a significant economic impact

Essential information needed also includes information about the potential for cascading events, which occur as a direct or indirect result of an initial event. For example, if a flash flood disrupts electricity to an area and, as a result of the electrical failure, a traffic collision involving a hazardous materials spill occurs, the traffic collision is a cascading event. Taken together, the effect of cascading events can be crippling to a community.

The source of critical and essential information can come from the following:

- On-scene responders and 911 personnel

- Field personnel (Spotters)
- Television/Internet/Radio/Other public media sources
- Imagery
- Predictive modeling
- Fusion centers (MIAC)
- National Alert and Warning System (NAWAS): NAWAS is an automated telephone system operated by FEMA and designed to alert emergency response organizations to imminent dangers. CCEMA maintains and tests the emergency phone in the Bunker (see NAWAS Test SOP).

In situations where the EOC is not activated, situational awareness, information gathering, and notifications could fall to any member of the CCEMA staff. CCEMA utilizes a Notification Decision Matrix to identify partners and determine notification priority order based on the incident. The notification may be by phone, email, or radio. For more information on notifications when the CCEMA EOC is not activated, see the Disaster Notifications SOP and the Notification Decision Matrix.

11.1 External Communication/Public Information Sharing

Public information is necessary to ensure individuals and the community are able to access critical information to make informed decisions in unsafe conditions. It is essential to share accurate and timely information about the incident, its ramifications, and emergency instructions for the community.

CCEMA may set up or assist in setting up a Joint Information System (JIS) and a Joint Information Center (JIC) at the request of the Incident Commander during a disaster. CCEMA may provide:

- Personnel
- Technology
- A location for the JIC
- Deployable equipment

The Public Information Officer (PIO) is responsible for gathering information, developing messages, and disseminating those messages. The Lead PIO will likely work for the Incident Commander to ensure messages are accurate and relevant. Depending on the type and scale of the incident CCEMA and its partners may play a leading or supporting PIO role:

- During incidents involving a single or more than one municipality, CCEMA supports the Lead Public Information Officer (PIO) from that municipality.

- During county-wide incidents, CCEMA may serve as the lead PIO, supported by the partner agencies.
- In situations where multiple counties or the entire state are affected, the County and municipal PIOs play a supporting role to the MEMA PIO.

If an incident requires more than an individual Lead PIO, additional positions may be filled, either in a JIC or as additional staff supporting the Lead PIO. For more information and recommended position descriptions, see the JIC SOP Annex of the EOC Handbook.

The following positions within the county and its partners have been identified and may fill the following PIO roles:

CCEMA Director or Deputy Director	<ul style="list-style-type: none"> • Act as lead PIO; • Provide support to Lead PIO of other jurisdiction; • Acts as official spokesperson of CCEMA as related to the incident
County Public Affairs Director	<ul style="list-style-type: none"> • Performs limited Support PIO functions to CCEMA including: • Support for distributing media/press releases; • Establish an off-site press conference; • Post press release on County website
CCEMA Staff and volunteers	<ul style="list-style-type: none"> • Can fulfill all support PIO positions, if trained
Cumberland County Sheriff's Office PIO	<ul style="list-style-type: none"> • Able to fill Support PIO roles or lead PIO role in their jurisdiction;
Municipal PIOs (e.g. Fire and Police)	<ul style="list-style-type: none"> • Able to fill Support PIO roles or lead PIO role in their jurisdiction;
Municipal Public Affairs/Communications Staff	<ul style="list-style-type: none"> • Able to fill Support PIO roles or lead PIO role in their jurisdiction;
County Director-level staff or designees	<ul style="list-style-type: none"> • Act as subject matter experts

Information from the JIS may be disseminated in a number of ways, including, but not limited to:

- Media Briefings (TV/Radio)
- News Releases (Newspaper/Magazine/website)

- Website Updates
- Social Media Posts
- 211 Maine: 2-1-1 Maine is an organization that connects individuals with resources in non-life-threatening situations, including heating assistance, mental health, housing and shelter, feeding, aging, and more. Providing information on 211 is done through the Maine Emergency Management Agency.

For more information on the PIO, JIC, and public information during a disaster, see the CCCEMA Crisis Communications Plan and the JIC SOP Annex of the EOC Handbook.

11.2 Emergency Public Warning

In time-sensitive emergencies, Cumberland County relies on two main systems for public emergency notifications: CodeRED and IPAWS.

- CodeRED is used by public safety agencies to notify citizens of emergencies, including severe weather, evacuation notices, missing persons, shelter-in-place, and other dangerous situations. Citizens must sign up for alerts and can be notified via hardwired phone, cell phone, text message or email to residential or business contacts. Each dispatch center in Cumberland County has access to this system.
- The Integrated Public Alert and Warning System (IPAWS) is the national emergency alert and warning system, managed at the State level by the MEMA Statewide Interoperability Coordinator (SWIC). IPAWS is used for immediate life-threatening situations to notify the public as quickly and accurately as possible. IPAWS wireless emergency alerts (WEA) messages can be targeted to a defined geographic area, notifying residents as well as visitors to the area. If an alert or warning is needed using IPAWS see the Maine IPAWS State Policy and the CCCEMA IPAWS SOP.

12 Communications and Coordination

CCCEMA has communication capabilities with state and local responders and emergency services agencies. Staff duties include bi-weekly radio communication and systems platform tests. CCCEMA receives and disseminates vital and sensitive, non-emergent, and emergent information via interoperable means. CCCEMA's Windham EOC has increased communication capabilities and is co-located with the Cumberland County Regional Communications Center (CCRCC). All county and municipal personnel are able to communicate with each other by way of: Telephone/Cell phone, Radio, E-mail, or runners.

12.1 Interoperability

CCCEMA maintains the Countywide Radio Frequency Protocol – Major Incident Interoperable Communications Plan, which is designed to provide managed/reliable radio interoperability for Public Safety agencies within Cumberland County and beyond the County

borders. This protocol identifies three mandatory and one optional bank for first responder radios within Cumberland County. These banks allow for communication between local, state, and federal agencies.

CCEMA also maintains the Cumberland County All Hazards Communications Plan. This plan addresses the communications capability at each level of government, reviews interoperability, and identifies gaps and areas for improvement. Unlike the Countywide Radio Frequency Protocol, which focuses specifically on radio communications, this plan also identifies backup communication methods, including cellular, phone, email, Slack group, WebEOC, and the WSSM-ECT amateur radio band.

For additional information, procedures, and specific capability information, see the Countywide Radio Frequency Protocol and the Cumberland County All Hazards Communication Plan. All CCEMA communications plans are developed with consideration to the State of Maine Communications Interoperability Plan (SCIP) and the National Emergency Communications Plan (NECP).

13 Administration

13.1 Documentation

Documentation of activities prior to, during and subsequent to an emergency or disaster is performed to accurately reflect the preparation for, response to, and recovery from the event. Documentation creates historical records, assists in cost recovery, and may be used in mitigation planning. Personnel time accountability, resources deployed, equipment and supply expenses must be documented for possible reimbursement and budgetary accounting, and future financial planning.

County Agencies and municipalities are responsible for providing reports on response activities or damages after an incident. CCEMA recommends local Emergency Management Directors document non-disaster events, such as planned events or exercises, as well to maintain robust record keeping systems. This may be done upon request from CCEMA or by the County Department/Agency or municipality as part of their post-incident duties. CCEMA Director or designee is responsible for collecting and submitting county and municipal response activity reports to MEMA.

The following means shall be utilized to document actions taken during and after an emergency:

13.1.1 Photography

- An important aspect of documentation of an emergency or disaster will be photographs of the impacted area, both prior to an incident and after the incident. Whenever possible photographs of County assets, critical infrastructure, retail centers, waterways,

roadways and other locations open to risk and vulnerability should be taken to establish the picture of the area before an incident.

- Response and recovery photography will also be important to help in establishing the effect of any damage, the relative cost of damage and the efforts undertaken by the County to resolve the situation. Responding agencies should be prepared to take and maintain photographic evidence of their response efforts as well as the results of any disaster or emergency upon the structures, people and environment during their work.

13.1.2 Reports

Agency level reports must be completed regarding emergency incidents and disasters in accordance with internal procedures and protocols.

- EOC Activation documentation: CCEMA EOC staff complete an ICS 214 form to document activity during an EOC activation.
 - The ICP and the EOC shall maintain accurate logs recording key response activities including:
 - ICS forms
 - Activation or deactivation of emergency facilities
 - Emergency notifications to local governments and to state and federal agencies
 - Significant changes in the emergency situation
 - Major commitments of resources or requests for additional resources from external sources
 - Issuance of protective action recommendations to the public
 - Evacuations
 - Casualties
 - Containment or termination of the incident
- Resource Tracking: The Mission Support Section is responsible for documenting requests from municipalities for resources and all resources deployed, as well as those that have been ordered or requested from other partners. Financial records are also maintained.
- Situational Awareness: The Situational Awareness Section is responsible for documenting the current situation and incident events via SITREPs.

- Incident Action Plan (IAP): The Planning Section is responsible for the development of the IAP, which documents the objectives for the EOC and planned actions for the operational period.
 - The IAP is intended to provide supervisory personnel with a common understanding of the situation and with direction for future action. The IAP includes a statement of objectives, organizational description, assignments and support materials. This Plan is generally prepared at the outset of an incident's organized response or the beginning of an operational period for extended events. It describes the intended course of action(s) to be undertaken by IC or EOC staff for a specified period. An Incident Briefing Form (ICS 201) may be used on smaller incidents. Written IAPS must be maintained as part of the historical record for an incident; therefore, a copy must be forwarded to the EOC if activated.
- Each municipality is responsible for completing local level forms and sending them to CCEMA to compile (e.g. IAP, SITREP, or Damage Assessment Form).

13.1.3 Situation Reporting

During active disasters, partner agencies should submit situational updates or reports to the EOC at a determined interval. Each update should contain pertinent information regarding agency response/recovery operations and be submitted to the EOC. Distribution should also be made to all departments or agencies involved in the event response.

During an EOC activation, the Documentation Unit is responsible for determining what materials and documents are required for official records, in coordination with the Section Chiefs, and maintaining those records. These records include, but are not limited to, EOC activity logs, SITREPS, and IAPs. The Documentation Unit also assists the EOC director in the preparation and distribution of the After Action Report (AAR). All documentation from EOC activations are permanently saved to the shared CCEMA drive.

13.1.4 Hot Wash

As a part of the AAR process, each agency or department that is involved or impacted by the emergency or disaster should perform a "hot-wash". A hot-wash is a brief discussion with all participants to elicit information about three basic issues; what was the planned activity, what actually occurred, and what improvements could be made for future incidents. A hot-wash is usually conducted immediately after an incident is resolved, or after a particular activity or operation has taken place within an incident or event.

Hot-wash results and information are recorded and submitted to the IC and the EOC Manager, or the Planning and Policy Sections when activated, to be incorporated into AARs.

13.1.5 After Action Reports

An After Action Report is a collaborative effort by those involved in the incident to analyze the response, identify strengths and deficiencies, and make recommendations for improvement. AARs are used to improve policies and procedures, direct future training and exercises, identify equipment shortages, show successful efforts, highlight initiatives that should be pursued, and improve the overall operational readiness of the organizations involved.

After an EOC activation, for a planned or unplanned event, all EOC Staff will participate in internal AARs. This AAR will be shared with other participating departments, jurisdictions, and organizations, including the Incident Commander and staff, who will be given the opportunity to provide comments and feedback.

The AAR will include:

- A review of actions taken
- Identification of equipment shortages
- Recommendations on improving operational readiness
- A highlight of strengths and initiatives that would be beneficial and which details operational successes, problems, and key issues affecting the incident management.
- The methods and resources used to organize and conduct a review of the incident, including recommendations to improve local readiness (e.g., change plans/procedures, acquire new or replace outdated resources, retrain personnel, etc.).
- A description of how the deficiencies and recommendations identified in the AAR are to be corrected or completed. This includes identifying a timeline and method for assuring the corrections are done, as well as assigning a staff member to oversee the completion of these tasks.
- A description of the processes used to critique the response to an emergency/disaster and document recommendations for the jurisdiction's exercise program
- The report will include appropriate feedback from all local, regional, state, federal, non-governmental and private sector partners participating in the incident. CCEMA and other applicable County departments will incorporate information from these reports to update plans and procedures as required. Other County departments involved may keep records of their activity to assist in preparing their own after-action report to be shared with CCEMA.

14 Finance

Expenditure tracking should commence immediately upon notice or obvious occurrence of disasters that require expense of labor, equipment use, materials, and other expenses. The IC and EOC staffs are responsible for maintaining written records of all disaster-related personnel overtime, requests for supplies, equipment and contract personnel, and receipts for emergency purchases of supplies, equipment, and other disaster related expenses

Detailed reports of costs for emergency operations should be maintained during EOC operations. These records may be used to submit cost recovery requests to responsible parties or insurers. They can also provide the basis for requesting financial assistance allowable response and recovery costs from the State and/or Federal government. The expenditure data and documentation is vital to state and federal agencies for requesting financial assistance during and after the disaster.

All records of expenditures in emergency operations or during an incident are maintained by the County Department/Agencies and municipalities using their own bookkeeping methods.

14.1 Cost Recovery Programs

There are various programs that allow the County, State and other supporting agencies to recover the costs incurred during and after an emergency operation. There are also cost recovery programs that provide assistance to individuals and families. The amount of assistance available depends on the size and type of the incident. Several of the core cost recovery programs are highlighted below:

1. State and Federal Public Assistance Program: Public assistance provides supplemental aid to State, County, and local government agencies to help them recover from disasters as quickly as possible.
 - a. Donated Resources. Donated resources used on eligible work that is essential to meeting immediate threats to life and property resulting from a major disaster may be credited toward the non-federal share of grant costs under the Public Assistance Program. Donated resources may include volunteer labor, donated equipment and donated materials.
 - b. Pets Evacuation and Transportation Act of 2006 (PETS Act). Reimburses states and counties for work done in association with disaster mitigation, regulations associated with the PETS Act.
2. Individual and family assistance: When these programs become available, CCEMA may assist in notifying the public and providing relevant information for applicants.
 - a. Small Business Administration (SBA): The SBA provides low interest, long-term loans for physical and economic damage caused by a declared disaster. It offers

loans to homeowners, renters, businesses of all sizes and private, nonprofit organizations to repair or replace real estate, personal property, machinery and equipment, inventory and business assets that have been damaged or destroyed in a declared disaster.

- b. Individual and Households Program (IHP): Assistance covers temporary housing needs, home repairs, and losses to personal property, transportation expenses, funeral and medical expenses upon a Presidential declaration.
- c. Disaster Unemployment Assistance: This program may be implemented by the Department of Labor upon a Presidential declaration. It allows those unemployed due to a disaster access to unemployment benefits.

CCEMA assists local jurisdictions and individuals in a number of ways to support cost recovery:

- Pre-disaster Planning: CCEMA establishes protocols and guidelines for tracking eligible costs before a disaster occurs. This could include training staff on documentation requirements and understand what costs are eligible under the PA program, among others.
- Coordination of Resources: CCEMA serves as a central hub for coordinating resources and information for various parties, ensuring that they are all aligned in recovery efforts.
- Grant Assistance: CCEMA can help local jurisdictions and individuals identify and apply for available state and/or federal funding opportunities to cover costs related to infrastructure (HMGP, BRIC, FHWA-ER, etc.), public assistance and individual assistance programs.
- Damage Assessments: While primary responsibility for damage assessment falls to the local agencies, CCEMA can conduct and/or assist with damage assessments to help quantify losses and determine eligibility for funding and other resources, which is critical for both municipalities and eligible nonprofits who are stretched thin after a disaster. This can also help in categorizing estimated costs according to the PA guidelines, from debris removal and emergency protective measures to the repair and/or replacement of public infrastructure, ensuring that all relevant expenses are captured. For more information, see the MEMA Public Infrastructure Initial Damage Assessment Form Instructions.
- Documentation: After a disaster, CCEMA can help to ensure that all expenditures related to emergency response and recovery are meticulously documented, including invoices, receipts, and payroll, as well as logs of the personnel and equipment hours.
- Training: CCEMA can offer training to help educate local officials on the recovery process, available resources, and navigating the reimbursement/claims process.

- **Liaison with State/Federal Agencies:** CCEMA acts as a liaison between local jurisdictions and state/federal agencies, to help facilitate communication and expedite assistance.
- **Resource Allocation:** CCEMA can help to allocate county resources to support recovery efforts in affected areas. This may include staff, volunteers, other non-governmental organizations, equipment, and supplies.
- **Public Information:** CCEMA can help to disseminate information to the public regarding recovery resources, eligibility for assistance, and upcoming meetings and workshops to better understand the recovery process.

15 Logistics

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment and/or supplies) to meet incident needs. Utilization of the standardized resource management concepts such as typing, inventorying, organizing and tracking will facilitate the dispatch, deployment, and recovery of resources before, during and after an incident.

The resource management process can be separated into two parts:

1. Resource management as an element of preparedness and resource management during an incident. The preparedness activities (resource typing, credentialing, and inventorying) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident.
2. Resource management during an incident is a finite process, with a distinct beginning and ending specific to the needs of the particular incident.

Using the results of the threat and hazard vulnerability analysis, hazard mitigation analysis, capability assessment and the gap analysis, the results of AARs, and other feedback from municipalities and partners, CCEMA identifies resources needed for response and pursues these resources.

The CCEMA EOC can function as a logistics management and resource request hub for Incident Command. Local agencies will first turn to mutual aid, but when a resource need is unable to be filled by mutual aid, they will request that resource through CCEMA. CCEMA staff will deploy that resource if it is available in-house, or work to identify sources of that resource through other partners or previously established MOUs. CCEMA may also submit a resource request to MEMA via WebEOC if that particular resource cannot be sourced locally.

For additional information on resource management before, during, and after a disaster, see the CCEMA Resource Management Plan and the CCEMA EOC Handbook - Mission Support Section.

CCEMA has identified the following logistics and resource management mechanisms to acquire resources and increase capabilities to support local municipalities, while attempting to reduce resource shortfalls.

1. Emergency Management Assistance Compact (EMAC)
 - a. This agreement allows the sharing of resources from all 50 states, including personnel, equipment, and commodities, to assist the local municipalities.
2. CCEMA Contacts and Resources
 - a. Maintenance of a comprehensive list of organizations and individuals with needed resources facilitates rapid access and ability to support the stages of response and recovery.
3. CCEMA Volunteers
 - a. Emergency Communications Team
 - b. Incident Management Assistance Team
 - c. Animal Response Team
 - d. Wilderness Rescue Team
 - e. Communications Volunteers
 - f. Special Projects
4. Volunteer Management
5. Memorandum of Agreement (MOA) & Memorandum of Understanding (MOU)
 - a. MOUS and MOAs are agreements to collaborate, communicate, respond and support one another during a disaster.
6. CCEMA maintains a cache of resources in-house to respond to disasters. This equipment is intended for use by our local agencies, volunteer teams, and other partners during an emergency response or pre-planned event. This equipment includes:
7. Sheltering supplies, including for animal sheltering
 - a. Communications equipment
 - b. Generators
 - c. Lighting
 - d. Medical equipment
 - e. Signage and barriers

CCEMA utilizes AssetTiger to identify and track in-house resources. For more information on AssetTiger functions, see the Resource Management SOPs. For more information on specific equipment and the request process, see the CCEMA Deployable Assets Guide.

16 Plan Annexes/Emergency Support Functions

In an effort to align with the National Response Framework (NRF), annexes to this plan are grouped by Emergency Support Function (ESF). Select ESF's within the capability and capacity of CCEMA will have a corresponding annex to this plan. There are several ESF's not within the capability or capacity of CCEMA, which are planned and handled at the state, regional, and/or federal levels.



Figure 6: Emergency Support Functions

17 Limitations

Cumberland County neither makes nor implies any guarantees by implementing this plan. Because local government assets and systems may be damaged, destroyed or overwhelmed during a catastrophic incident, Cumberland County can only endeavor to make reasonable efforts to respond based on the situation, information and resources available at the time.

This plan and its programs are subject to any limitations imposed by the availability of funds. If funds are unavailable to fully support all functions under this plan, the County may adjust the services and capabilities envisioned under this plan.

Note: Since the Plan represents a capability that is constantly altered by changes in the law, public policy, organizations, programs, systems, processes and the environment, it is

impossible to promise the delivery of a perfect emergency management system. County actions may also be constrained because hazards may create effects that impair access, availability and/or use of resources within the County, along with other essential services provided by other organizations and the private sector. Despite these unavoidable limitations, Cumberland County will make every reasonable effort to deal with the dangers and hardships imposed, based on the situation, the information available and the resources then available.

Moreover, nothing contained in this plan is intended to be nor shall be construed to create or form the basis for any liability on the part of Cumberland County or its officers, employees or agents, for any injury or damage resulting from failure of any public official or employee to comply with the provisions of this plan, or by reason or in consequence of any act or omission in connection with the implementation or enforcement of this plan on the part of Cumberland County by any of its officers, employees or agents. It is expressly the purpose of this plan to provide for and promote the health, safety and welfare of the public, as well as preservation of property and the environment.

18 Plan Development and Maintenance

A plan such as this is often described as a "living" document. This means that once developed, changes are anticipated and encouraged based on experience, best practices, lessons learned, and deliberation. Changes must be made to ensure document practicality, currency, and compliance with ever-changing doctrine. The EOP is developed in accordance with FEMA's Comprehensive Preparedness Guide (CPG) 101, Version 3.0, "Developing and Maintaining Emergency Operations Plans, September 2021.

CCEMA will coordinate and conduct periodic exercises of this plan in order to test its effectiveness on preparedness and capabilities.

The EOP has been de-conflicted and integrated with the development of similar local jurisdiction plans and neighboring counties. The EOP is not intended to replace any response plans, but to provide additional resources and supplemental information. Each local jurisdiction has access to this plan and been given an opportunity to provide feedback. As such, it is important to ensure continued collaboration and coordination with regional entities whenever changes, updates, or other items that impact emergency management procedures identified in this plan are made.

The EOP will be reviewed annually by the CCEMA Response Coordinator and revised as necessary to maintain maximum adaptability and flexibility in response to a changing emergency management and homeland security landscape. Changes in any of the below variables may necessitate adjustments to administrative and/or procedural provisions of the EOP:

- Actual Incident

- After-Action Reports (AARS)
- Community Profile and Trends
- Policies
- Risk Assessment
- Technology
- Demographics
- Infrastructure
- Legislation
- Threat Environment
- Training and Exercising
- Vulnerability Assessments

All recipients are requested to advise the CCEMA Director regarding any errors or omissions, and make recommendations for improvement. Any department or agency with assigned responsibilities under the plan may propose a change. CCEMA will accomplish the process of collecting and coordinating all proposed modifications to the EOP as well as coordinating with primary and support agencies and other stakeholders, redrafting proposals to the EOP, and forwarding proposed changes for approval.

18.1 2025 Update

In the development of the 2025 EOP, CCEMA requested feedback from the following stakeholders:

- Local Emergency Management Directors of Cumberland County
- Police Chiefs of Cumberland County
- Fire Chiefs of Cumberland County
- Emergency Dispatch Centers in Cumberland County
- Maine Emergency Management Agency
- All volunteer organizations with responsibilities listed in this EOP

All stakeholders were provided a copy of this EOP via email and given the opportunity to provide feedback over a two-week period. The EOP was also discussed at the Local Emergency Management Directors Monthly Meeting. After feedback was received and integrated into the plan, the EOP was reviewed and approved by the Cumberland County Commissioners.

19 Distribution

The Base Plan is generally available to the public and will be posted on the Cumberland County EMA website. Specific operational plans, as well as ESF, incident-specific, and support annexes will be protected from disclosure to the public based upon their nature and as a result of including sensitive material related to policing, homeland security, and criminal investigations. Notices of Change to the public and other organizations will be provided upon request dependent upon consideration relative to disclosure concerns.

All public inquiries for information can be made to the Cumberland County Public Information Officer, who will coordinate the request with relevant legal partners and any other applicable departments. A response will be provided accordingly based on the parameters and/or exceptions provided through the Freedom of Information Act (FOIA) and issues of homeland security.

20 Authorities and References

20.1 Federal Laws

Disabilities Act Amendments Act of 2008, Public Law 110-325

Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2008.

Consolidated Appropriations Act, 2008, Public Law 110-161

Defense Against Weapons of Mass Destruction Act of 1996, Public Law 104-201.

Disaster Assistance Program, Federal Emergency Management Agency - Eligible Costs Related to

Pet Evacuations and Sheltering, Federal Emergency Management Agency (DAP 9523.19)

Disaster Mitigation Act of 2000, Public Law 106-390.

Executive Order 13347, Individuals with Disabilities in Emergency Preparedness, July 26, 2004.

Fair Housing Act as amended in 1988, 42 U.S.C. 3601.

Federal Safe Drinking Water Act of 1974, as amended in 1996, 42 USC, Sections 300f-300j-26.

Public Law 920, Federal Civil Defense Act of 1950, as amended

Freedom of Information Act Disclosure Exemption, 5 U.S.C. Section 552(b) (7) (E).

Hazardous Materials Transportation Act of 1994, 49 U.S.C. Section 5101-127

Homeland Security Act of 2002, 6 U.S.C. 101, et seq, as amended.

Homeland Security Presidential Directive (HSPD) - 3 (March 11, 2011) - Homeland Security Advisory System. Establishes a comprehensive and effective means to disseminate information regarding the risk of terrorist acts to Federal, State, and local authorities and to the American people.

Homeland Security Presidential Directive (HSPD) - 4 (September 17, 2002) - National Strategy to

Homeland Security Presidential Directive (HSPD) - 5, Management of Domestic Incidents, February 28, 2003. HSPD 5 enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.

Homeland Security Presidential Directive (HSPD) - 7 (December 17, 2003) - Critical Infrastructure Identification, Prioritization, and Protection. Establishes a national policy for federal departments and agencies to identify and prioritize United States critical infrastructure and key resources and to protect them from terrorist attacks.

Health Insurance Portability and Accountability Act of 1996 (HIPAA), Public Law 104-191, August 21, 1996.

Homeland Security Presidential Directive 7, Critical Infrastructure Identification, Prioritization, and Protection, December 17, 2003.

Homeland Security Presidential Directive 8, National Preparedness, March 30, 2011.

National Security Presidential Directive 51/Homeland Security Presidential Directive 20, National Continuity Policy, May 4, 2007.

Pets Evacuation and Transportation Standards Act of 2006 (PETS Act), Public Law 109-308.

Post-Katrina Emergency Management Reform Act of 2006, Public Law 109-295.

Presidential Decision Directive (PDD) - 39 - United States Policy on Counterterrorism (June 21, 1995) (PDD) - 62, Protection Against Unconventional Threats to Homeland and Americans Overseas (May 22, 1998)

Presidential Decision Directive (PDD) - 63, Protecting America's Critical Infrastructure (May 22, 1998)

Presidential Policy Directive (PPD) -8 (March 30, 2011) – National Preparedness. Aimed at the systematic preparation to strengthen security and resilience. Establishes the requirements for a national preparedness goal and system aimed at facilitating an integrated, all-of-Nation, capabilities-based approach to preparedness.

Public Law 96-342, Improved Civil Defense 1980

Rehabilitation Act of 1973. Public Law 93-112- Section 504.

Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Superfund Amendments and Reauthorization Act (SARA) of 1986, Public Law 99-499, Title III,

Emergency Planning and Community Right-to-Know Act (EPCRA)

Volunteer Protection Act of 1997, Public Law 105-19

20.2 State

Maine Revised Statute, Title 37-B

Executive Order No. 1 FY 89/00, Civil Emergency Planning

Executive Order No. 07 FY 06/07, an order designating The National Incident Management System Statewide Mutual Aid Agreement

State of Maine Threat Hazard Identification and Risk Assessment (THIRA), 2018

Maine IPAWS State Policy

20.3 County

Cumberland County National Incident Management Adoption Resolution

Cumberland County Hazard Mitigation Plan

Cumberland County Hazardous Materials Plan

Cumberland County Threat Hazard Identification and Risk Assessment, 2024

CCEMA ISM EOC Handbook

CCEMA Resource Management Plan

Cumberland County All Hazards Communication Plan

Cumberland County Countywide Radio Frequency Protocol

CCEMA Deployable Assets Guide

20.4 Other References

National Disaster Recovery Framework, 2011

National Response Framework, 2008

National Incident Management System, 2008

National Preparedness Goal, 2011

National Preparedness Guidelines, 2007

National Preparedness System 2011

Target Capabilities List, 2007

Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 3.0, 2021

Guidance on Planning for Integration of Functional Needs Support Services in General Population Centers, 2010