

Cumberland County Maine

Pre-Disaster Recovery Plan

Version 1.0

November 2023



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LETTER OF PROMULGATION & APPROVAL

To COUNTY GOVERNMENT

Herein is the County of Cumberland Maine Pre-Disaster Recovery Plan.

The purpose of this plan is to provide a comprehensive framework for recovery from human caused or natural disasters. It addresses roles and responsibilities of government organizations, and maintains an important link-engaging local, State, Federal, private and other whole-community stakeholders, that may be obligated to address recovery from disasters and emergencies impacting the County. It is guided by the National Incident Management System structure, which the County and all municipalities have adopted. The plan provides guidance for use in recovering from a natural, technological, or human-caused emergency or disaster.

The Cumberland County Emergency Management Agency is responsible for the development and maintenance of this 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.

EMA Director Signature

Michael Durkin

Date

County Manager Signature

Jim Gailey

Date

APPROVAL AND IMPLEMENTATION

The Cumberland County Recovery Plan has been approved and adopted by a Joint resolution of the County Commissioners. This plan provides guidance for short and long-term recovery from disasters that impact Cumberland County. This plan was developed to meet the requirements of the National Disaster Recovery Framework.

The Cumberland County Emergency Management Agency is responsible for the development and maintenance of the Recovery 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 Recovery Plan is hereby promulgated.

District 1 Signature

Date

District 2 Signature

Date

District 3 Signature

Date

District 4 Signature

Date

District 5 Signature

Date

LOCAL ADOPTION

The following municipalities have formally adopted parts/the entirety of this plan as listed below. Their promulgation letters follow:

Municipality	Adoption Date	Base Plan	RSF 1: Community Recovery Planning	RSF 2: Economic Recovery	RSF 3: Health & Social Services	RSF 4: Housing	RSF 5: Infrastructure	RSF 6: Cultural Resources	RSF 7: Natural Resources
Baldwin									
Bridgton									
Brunswick									
Cape Elizabeth									
Casco									
Chebeague Island									
Cumberland									
Falmouth									
Freeport									
Frye Island									
Gorham									
Gray									
Harpswell									
Harrison									
Long Island									
Naples									
New Gloucester									
North Yarmouth									
Portland									
Pownal									
Raymond									
Scarborough									
Sebago									
South Portland									
Standish									
Westbrook									
Windham									
Yarmouth									

*Insert Local Promulgation Letters here

AUTHORITY/ADOPTION

This Plan is developed under the following local, state, and federal statutes and regulations:

State:

Title 37-B, CH13:3 §783 Disaster Emergency Plan

Federal:

Sandy Recovery Improvement Act of 2013

Disaster Recovery Reform Act of 2018

Homeland Security Presidential Directive/HSPD-5

Homeland Security Presidential Directive/HSPD-8

American with Disabilities Act (as amended)

National Incident Management System (NIMS)

RECORD OF CHANGES

This is the official documentation of changes, updates, revisions, revocations, or other alterations of the Cumberland County Recovery Plan. This record, in its entirety, carries over between major versions and publications of the plan and helps provide documentation of the plan development, testing and maintenance process. CCEMA is responsible for tracking, changes, and distributing the updates.

Date of Change	Page #	Description of Change	Changed By:	Initials

PLAN MAINTENANCE

The Director of the Cumberland County Emergency Management Agency, in conjunction with the County Long-Term Recovery Manager (if assigned), is responsible for overseeing the regularly scheduled evaluations, maintenance, and revisions of this plan.

Plan evaluation will occur after the Pre-Disaster Recovery Plan (PDRP) or its associated annexes are activated. Plan evaluation will also occur after recovery exercises as defined in the Training and Exercise Plan. Plan evaluation will be open to all stakeholders identified in the Disaster Recovery Plan.

If no activation has taken place, Plan maintenance will occur every five years, or as determined by the Director of CCEMA and Long-Term Recovery Manager (if assigned). Plan maintenance includes formatting updates, identification of possible major revisions based on stakeholder roles and responsibilities and/or legislative changes, and necessary changes in relation to corresponding plans, such as the Emergency Operations Plan.

Major revisions will be approved and officially adopted by the County Commissioners. Minor changes to the plan or edits to its appendixes/annexes will be kept on file with CCEMA. These updates will be recorded in the Record of Changes table and distributed to each agency identified in the plan.

Every agency identified in this plan is responsible for developing and maintaining processes and procedures needed to fulfill their roles and responsibilities as identified within.

PURPOSE AND SCOPE

The intent of the Cumberland County Recovery Plan is to provide a comprehensive framework for rebuilding after a natural or manmade disaster. It should be utilized as a guide for roles and responsibilities, prioritization and decision-making practices in disaster recovery situations.

This Plan provides a framework for recovery for both Cumberland County and its external partners. Every disaster is unique and the size, scope and actions of the recovery process will vary. No two incidents are the same and therefore, no two recoveries are the same. Rather than prescribe specific actions to take, this Plan identifies potential issues and tasks that recovery organizers may need to address as well as lead and supporting partners to address them.

CCEMA's definition of recovery aligns with the National Disaster Recover Framework's definition: *Recovery extends beyond simply repairing damaged structures. It also includes the continuation or restoration of services critical to supporting the physical, emotional, and financial well-being of impacted community members. Recovery includes the restoration and strengthening of key systems and resource assets that are critical to the economic stability, vitality, and long-term sustainability of the communities themselves.*

A successful recovery is about the ability of individuals, businesses, and the community as a whole to rebound from loss in a manner that sustains their physical, emotional, social, and economic well-being.

Successful recoveries are often marked by:

- Overcoming the physical, emotional and environmental impacts.
- (Re)establishing an economic and social base that supports a viable community.
- Integrating the functional needs of all residents.
- A community that demonstrates the capacity to prepare and respond for future disasters.

This plan applies to all incidents that impact Cumberland County (in part or in whole) as well as significant incidents that CCEMA and/or adoptees EMA's responds to in a mutual aid capacity. The primary impacts and origins of these incidents may be inside or outside the County. The Recovery Plan is based on the principle of local primacy, recognizing that respective municipalities within the County are the lead agencies for disaster recovery.

In line with Cumberland County's All Hazards approach to planning, this Plan is applicable to incidents regardless of their nature, casualties, geography, length, origination/cause or other factors. Although we seek to be comprehensive in planning, not all problems that arise while recovering from a disaster will be anticipated or covered by this plan. Individual circumstances arising in a disaster will require modification of certain portions of this plan to fit.

RELATIONSHIP TO OTHER PLANS

State Recovery Plans: CCEMA practices and supports vertical integration of plans. Thus, CCEMA's PDRP considers the State of Maine's recovery planning in its plan development.

Local Recovery Plans: Cumberland County has 28 constituent municipalities that may, or may not, maintain their own Recovery Plans. These municipalities may adopt (in full, or in part) the County Pre-Disaster Recovery Plan as a Local Pre-Disaster Recovery Plan. Adoption of this plan does not absolve the municipality of its responsibilities to manage their recovery process, nor does it obligate Cumberland County to manage or assist that organization's recovery process. Adoption of this plan by a municipality indicates they will utilize the structure, concepts and guidance within to aid their recovery efforts.

If a municipality maintains their own Disaster Recovery Plan, the County Plan does not supersede or replace that local plan for local recovery efforts. To the greatest extent possible, Cumberland County works to incorporate and integrate local planning realities into its planning efforts.

Mitigation Plan: The Cumberland County Hazard Mitigation Plan (HMP) identifies the County's vulnerability to natural disasters. Where the HMP identifies known and likely natural hazards, and the municipalities' plans to mitigate them, this Pre-Disaster Recovery Plan is the framework for how the County will recover from those disasters. The HMP informs the Recovery plan and vice-versa.

Response Plans: Response activities can influence recovery activities, which necessitates the need for a structure to consider and incorporate recovery implications during the early phases of incident management. Cumberland County Emergency Management Agency (CCEMA) encourages the early integration of recovery considerations into the response phase of operations.

The **Cumberland County Emergency Operations Plan (EOP)** may be activated prior to or concurrent with activation of this plan. The County EOP addresses roles, responsibilities and organizational structures during the response phase of a disaster. The EOP consists of Emergency Support Functions (ESF), which mirror the RSFs of this plan. Municipal or State level Response plans may be activated in addition to the County EOP.

County Continuity of Operations Plan (COOP): COOP is a planning effort to ensure that essential governmental functions continue to be performed during a disaster until normal operations can be resumed. The Disaster Recovery Plan supports the COOP plan by bringing focus to broad community recovery concerns which are outside its scope.

Departmental Plans: Many County or municipal departments/agencies have plans or standard operating procedures (SOPs) that may be enacted during response or recovery. These are expected to be implemented with and/or in support of the activities described here.

Other County Plans: The County and its partners has various strategic, capital-projects, land use, and other plans in place. These plans can inform future visions of disaster-affected areas in the long-term.

SITUATION AND ASSUMPTIONS

Cumberland County is subject to a wide range of hazards that could result in disaster. These hazards broadly fall into the natural, technological and human-caused categories. Natural Hazards are the most prevalent in the County and include things like winter storms, hurricanes and tornados. Human-caused incidents are the result of an intentional act of violence or terrorism from a criminal or extremist element. Technological hazards are the result of a failure in a human built system or structure like a dam-break or a hazardous materials release.

The 2022 Cumberland County Hazard Mitigation Plan lists the highest prevalence hazards as:

1. Severe Winter Weather
2. Severe Summer Weather
3. Flooding
4. Hurricane
5. Erosion/Coastal Flooding
6. Disease Outbreak.

As comprehensive as Cumberland County's planning efforts are, there are always unknown or unrecognized hazards. To avoid planning paralysis, this plan makes assumptions to focus recovery efforts around common or expected issues. By their nature, these assumptions limit the range of problems anticipated and actions planned.

- The principles found in the National Incident Management System (NIMS) will be utilized in the implementation of this plan.
- A disaster can impact Cumberland County with or without warning. These events may quickly escalate beyond the ability of any single, municipal resource to handle.
- Activation of this plan assumes a catastrophic incident has occurred.
- Disasters vary by magnitude, duration, onset, distribution, area affected, frequency and likelihood.
- The impacts from disasters could include, but are not limited to: casualties, property loss, disruption of normal life support systems, loss of emergency response capability, and damage to regional, economic, physical, and social infrastructures. FEMA's Community Lifelines provide a clear framework to help understand these impacts.
- Disaster impacts may extend beyond county boundaries into many areas of the state/region.
- Disasters may have psychosocial impacts on the affected population as well as responders and those involved in long-term recovery.
- Disasters impact people and communities differently. Every disaster occurs within a unique context based on a community's geographic, demographic, political, historical, cultural, and environmental characteristics. Because of this, recovery efforts may look different across differing communities.
- Disaster relief from outside the County may take days or even weeks to arrive.
 - With just-in-time inventories, many businesses will not be able to supply basic necessities and there will be shortages.

- Many resources critical to the recovery process will be scarce and competition to obtain such resources will be significant.
- Although State and/or Federal assistance may be requested, all disaster recovery situations are driven locally.
- The Cumberland County Emergency Operations Center (EOC) may be activated prior to this plan being implemented and will be staffed as dictated by the scope of the response effort. Local EOC's may similarly be opened.
- Organizations tasked in this document are aware of their responsibilities and will fulfill these requirements including; staffing, equipment, supplies, and skills, according to their own policies and procedures.

CONCEPT OF OPERATIONS

GOVERNANCE AND COMMAND

The National Disaster Recovery Framework (NDRF) strongly recommends that municipal governments appoint a Local Disaster Recovery Manager (LDRM) tasked with managing and coordinating community repair and redevelopment. The LDRM is the final decision maker regarding all offers of support from state and federal representatives. This appointment is best done before disaster strikes as part of the planning process. In a disaster, the MEMA Director can request through county EMAs that communities in the impacted area, appoint a LDRM as the single point of contact. Local communities do not need to wait for this request to appoint an LDRM.

The Cumberland County equivalent to this position is the County Recovery Manager (CRM), a position appointed by the County Manager to liaise with and coordinate the efforts of Local Disaster Recovery Managers in the event of a County-wide disaster. The County Recovery Manager is responsible for developing a recovery strategy and creating a command structure to implement that strategy. The CRM is responsible for directing the Recovery Coordination Center if one is established. They will have the authority to activate other County resources as needed to support their goals.

This individual may have to be solely dedicated to the recovery effort and might be unable to perform duties related to his/her permanent job until released from this role.

Although the roles between Municipal and County can differ, the CRM or his/her designee may serve as an LDRM if the affected communities agree with Cumberland County to do so. The Cumberland County Emergency Management Agency is the first point of contact for any such requests. If this occurs, the CRM is authorized to liaise directly with the State Disaster Recovery Manager and the Federal Disaster Recovery Coordinator on behalf of the Municipality.

Cumberland County utilizes the use of Recovery Support Function (RSF) working groups to address specific recovery areas. RSF's are a management structure for achieving the goals of the disaster recovery process. RSF's can exist at a local level, be shared between local and County levels or can be

organized/coordinated by the County Recovery Manager in the event of a disaster impacting multiple communities.

The CRM, support staff and RSF working group staff will be filled by an individual(s) that has the right subject matter expertise, knowledge, skill-set and experience at that time.

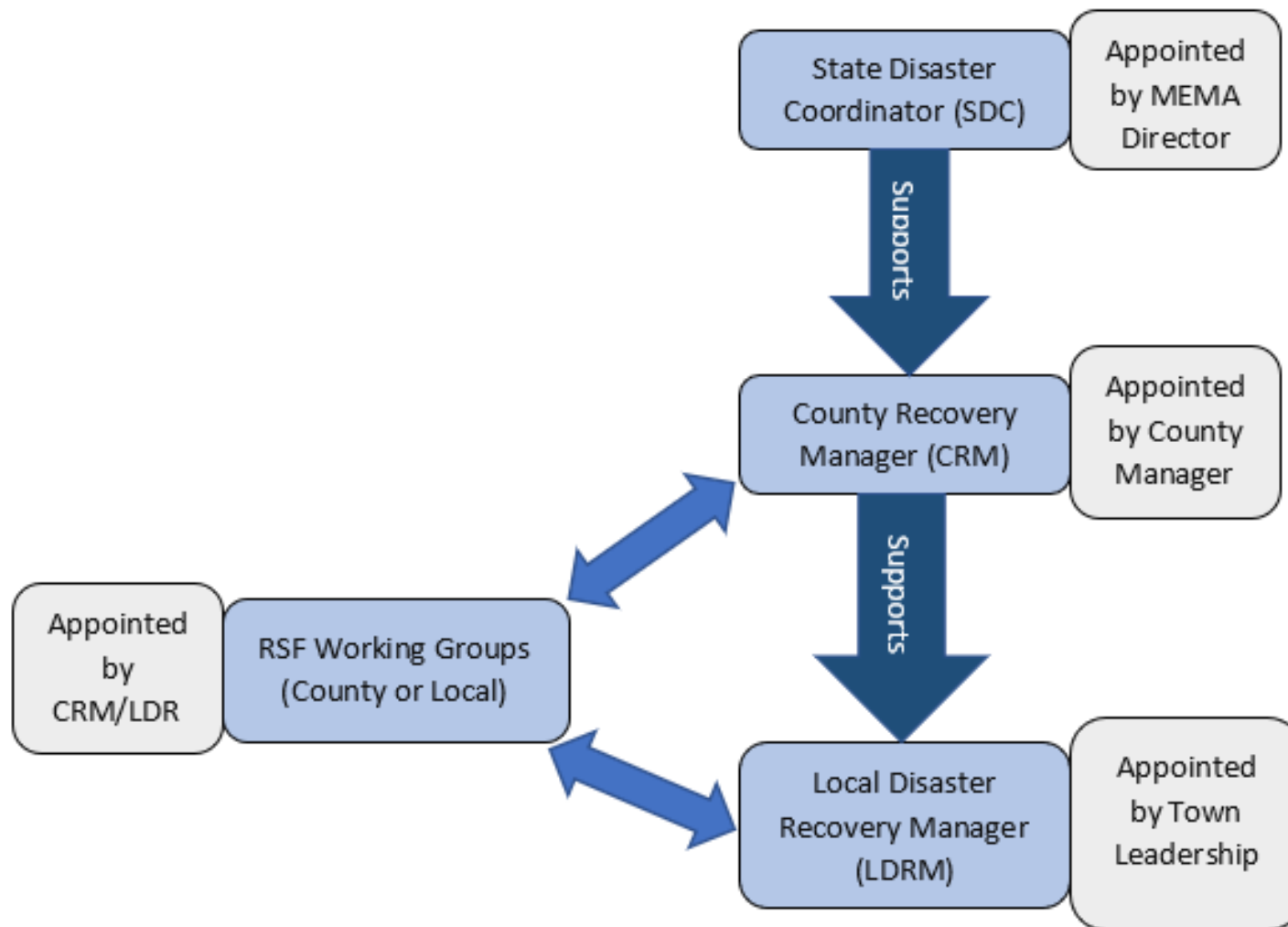


Figure 1: State-County-Local Relationship

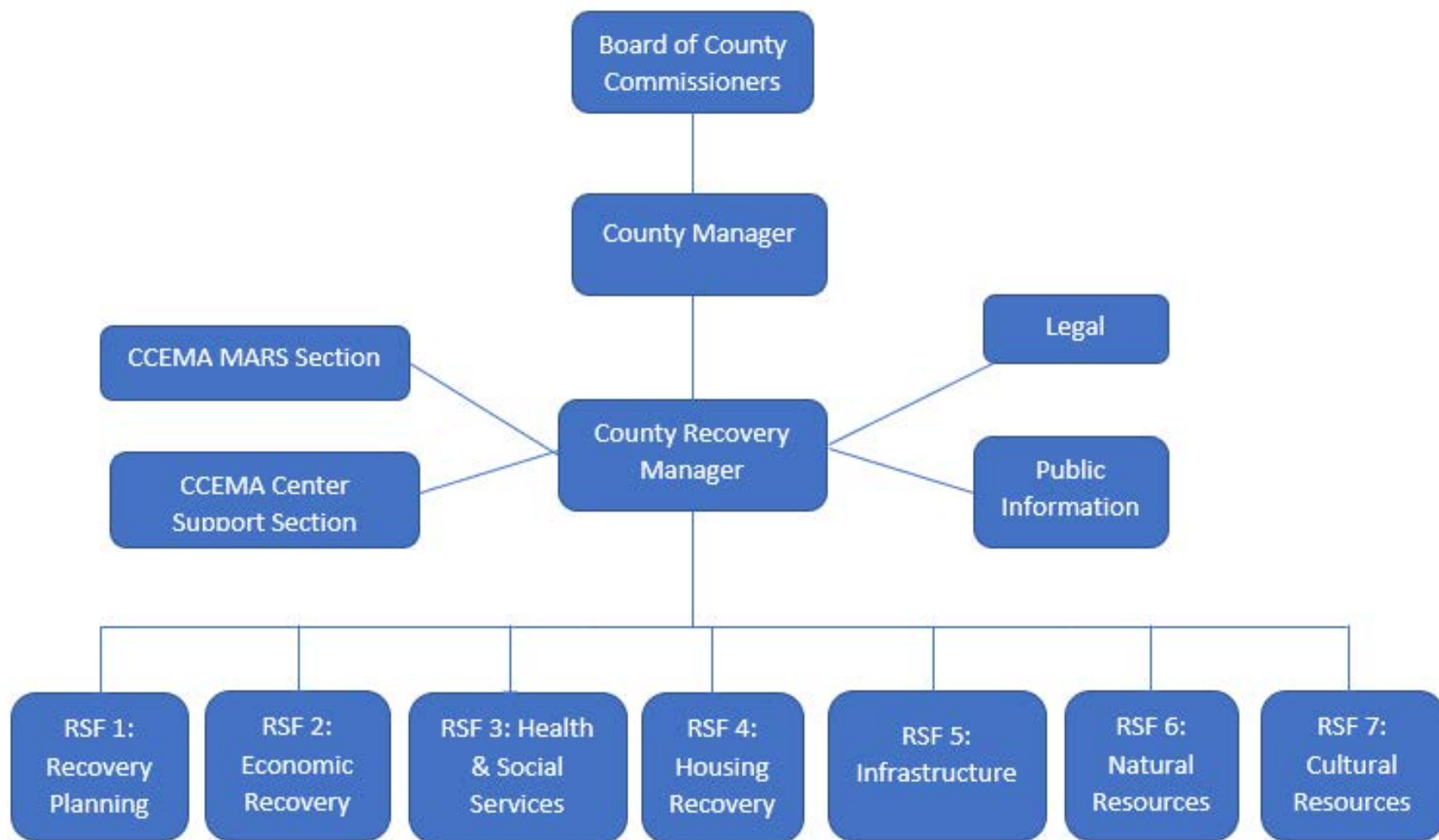


Figure 2: Command Structure with all RSF's

THE RECOVERY TIMELINE

The recovery process is a sequence of interdependent and often concurrent activities that advance a community towards a successful recovery. As disaster response operations wind down, recovery becomes more important. For purposes of this plan, recovery is broken into short-term and long-term recovery.

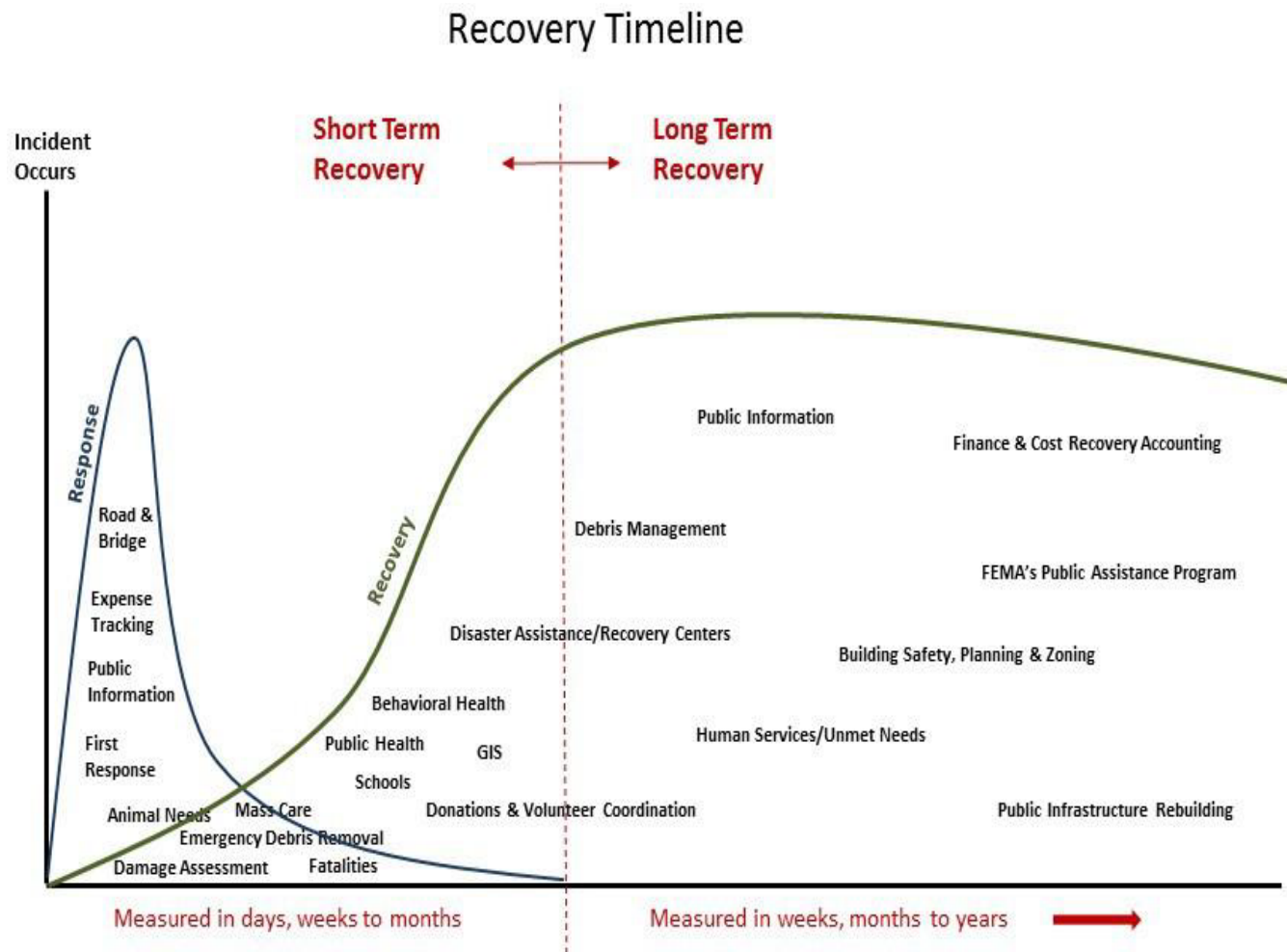


Figure 3: Typical Tasks Across the Recovery Timeline

During a disaster, County and/or Local Emergency Operations Centers (EOC) may be operational. These EOC's manage the transition from short to long-term recovery. More specifically, the Planning Section Chief is responsible for this transition, and may activate a Recovery Branch if needed. This is consistent with the strategies found within the National Response Framework (NRF).

Whenever possible, the Incident Commander or EOC Manager positions will not fill the role of County Recovery Manager concurrently. However, it is expected that these roles will work closely to ensure an orderly 'passing' of the incident through the recovery timeline.

PRIORITIES AND ELEMENTS OF RECOVERY

Short-term recovery operations begin shortly after the incident begins and may go on for several weeks. They are typically managed through the Emergency Support Function (ESF) however they can also exist through Recovery Support Functions (RSF's) if the Recovery Plan is activated early in a disaster.

Long-term recovery issues can stretch for months or even years and are always managed through the Recovery Support Function (RSF) planning structure. It is possible for both ESF and RSF functions to overlap for a period. If this happens, the leaders of the respective groups work together to ensure coordinated efforts and a smooth transition from ESF to RSF.

The below table shows the priorities in each recovery period and operational areas typically associated with those priorities. These priorities are not listed in any particular order and it is expected that many or all priorities will need to be balanced concurrently.

Recovery Priorities

Short-Term (may be ESF or RSF Structure)		Long-Term (RSF Structure)	
Priority	Operation	Priority	Operation
Address life safety concerns as critical community functions	<ul style="list-style-type: none"> • Public Information • Physical Security • Disaster Site Access Control • Search and Rescue 	Redeveloping and revitalizing damaged areas	<ul style="list-style-type: none"> • Sustainability/accessibility/resilience activities • Environment preservation • Housing
Ensure public safety/security as a critical community function	<ul style="list-style-type: none"> • Public Information • Restore Fire/Police/ Dispatch capability 	Rebuilding social, economic and educational systems	<ul style="list-style-type: none"> • Integration of systems into overall planning
Support basic health and essential social/human service needs as vital resources	<ul style="list-style-type: none"> • Behavioral Health Services • Case Management • Restore essential health services • Disaster Assistance Centers • Donation Management • Mass Care 	Addressing recovery needs across sectors of the economy and community	<ul style="list-style-type: none"> • Regulations/policies review • Supply chain sustainability • Sourcing vital resources and alternative facilities • Long-term restoration of permanent Infrastructure
Restore essential infrastructure to include electrical power, water, sewer, communications, aviation, ports, roads and railways	<ul style="list-style-type: none"> • Debris Clearing/Management • Utility restoration coordination 	Implementing permanent housing strategies	<ul style="list-style-type: none"> • Regulatory processes • Equity protections • Local contractor inclusion • Materials supply chain
Maintain basic economic stability based on critical needs	<ul style="list-style-type: none"> • Support critical services such as pharmacies, grocery stores, gas stations, banking and others. 	Implementing mitigation projects and strategies	<ul style="list-style-type: none"> • Funding • Inclusion of mitigation in comprehensive planning
Maintain Governmental Services as needed for critical community programs, services and functions	<ul style="list-style-type: none"> • Planning for Long Term Recovery • Maintain/restore coordination with State/Federal partners • Shift impacted governmental agencies into continuity footing 		
<p>Items in Bold could be supported or led at the County level (in the context of the structure listed above in 'Governance and Command.'</p> <p>Further information can be found in the RSF Annex'</p>			

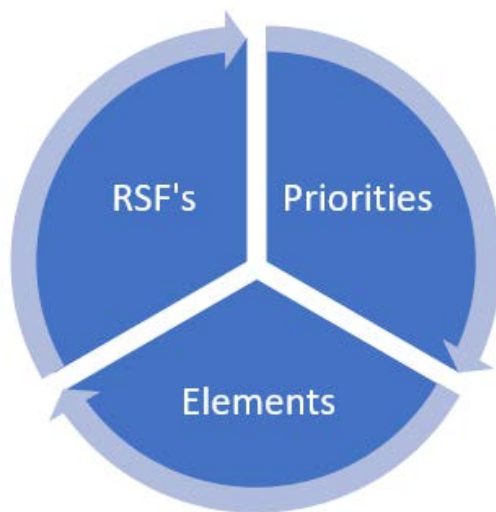
Table I: Recovery Priorities

To operationalize the priorities above, CCEMA looks at five elements.

Critical Functions	A service that must continue at a sufficient level uninterrupted or restart rapidly after a disruption.
Services & Programs	Work or activities performed within Cumberland County that benefit the community or is intended to help residents beyond those normally provided by market forces or for-profit businesses.
Vital Resources	Assets necessary to fulfill the critical functions and offer services & programs.
Facilities	Physical buildings or sites that are needed for critical functions, services and programs.
Infrastructure	the basic physical structures and public works, not including facilities, that are needed to maintain critical functions, services & programs.

Some of these elements may be managed by Cumberland County, while others are performed/managed by Cities/Towns, State or Federal entities, private companies and/or non-profit organizations.

Elements, Priorities and RSF's are similar but fill distinct roles. Priorities are the goals of recovery. Elements are the operational considerations needed to achieve those goals. RSF's are the organizational structure that manages recovery intentionally towards the priorities. These three pieces, although distinct, are mutually reinforcing. When viewed in these terms, we see the landscape of players and tasks involved in recovery.



The Priorities of Recovery (and their constituent elements) are the responsibility of specific RSF task groups. If a task group is not stood up to manage that priority, responsibility for it falls to the County Recovery Manager (in the event of a County-coordinated disaster) or Local Disaster Recovery Manager.

Recovery Priority Assignments				
Short-Term (may be ESF or RSF Structure)			Long-Term (RSF Structure)	
Priority	RSF	ESF	Priority	RSF
Address life safety concerns as critical community functions.	NA	<u>4</u>	Redeveloping and revitalizing damaged areas.	<u>1</u> ,4
Ensure public safety/security as a critical community function.	NA	<u>13</u>	Rebuilding social, economic and educational systems.	<u>2</u> ,3,6
Support basic health and essential social/human service needs as vital resources.	<u>3</u> ,7	<u>8</u> ,4	Addressing recovery needs across sectors of the economy and community.	<u>2</u>
Restore essential infrastructure to include electrical power, water, sewer, communications, aviation, ports, roads and railways.	<u>5</u>	12,1,3	Implementing permanent housing strategies.	<u>4</u> ,7
Maintain basic economic stability based on critical needs.	<u>2</u>	NA	Implementing mitigation projects and strategies.	<u>1</u> ,4,6
Maintain Governmental Services as needed for critical community programs, services and functions.	<u>1</u>	NA		
*Lead RSF's are underlined				

Table 2: Assignment of Priorities

LOGISTICS AND RESOURCE SUPPORT

The Governance and Command Section outlines key positions needed to implement this plan. The staffing of a recovery organization will depend on the size/scope of the incident. While the roles and responsibilities put forth in this plan represent a full deployment of CCEMA/County resources, not all of the functions may be necessary for each recovery operation and are scalable. Only positions that are needed will be filled and activated. The scale, structure and staffing of a recovery operation may change, expand or contract over the recovery timeline.

Short-term recovery resource needs are supported by the County EOC's Mission and Resource Support (MARS) Section, which provides logistical support.

During long-term recovery operations, the MARS section is a resource for supporting logistical and resource needs for external (non-County led or shared) efforts. This could include things like long-term

staging areas or storage, donations and volunteer management, and Disaster Recovery Centers/Business Recovery Centers.

The opening of a Recovery Coordination Center is a County-led effort and is collocated with the County EOC at 27 Northport Drive, Portland. Logistical needs for standing up a Recovery Coordination Center would be performed by the EOC's Center Support section. The Center Support Sections focus is in maintain the Recovery Coordination Center for use by the RSF's. County Departments may provide subject-matter expertise to assist the Center Support Section. The County Finance Department can fulfill a Finance Unit role. County Facilities Department fills the Facilities Unit Role. The Information Technology Department fills the IT Unit role. This structure is a duplication of the Center Support Section used in the EOC. A single Center Support Unit could support both the EOC and the Recovery Coordination Center in the event of overlapping disasters as they share a single facility.

FACILITIES

Emergency Operations Center:

- Local: Municipal EOC's are the initial sites activated to support emergency response and short-term recovery.
- County: The Cumberland County EOC is a central facility in Windham that can activate to support the coordination, decision-making, resource allocation and information sharing needs of a large incident. The County EOC's role is one of support and coordination. This EOC will operate until an incident is stabilized and life-safety concerns are mitigated.
- State: The State Emergency Operations Center is a central facility in Augusta, which provides interagency coordination and information sharing across Counties and with Federal partners.

Disaster Recovery Center: Disaster Recovery Centers (DRC), also known as Multi-Agency Resource Centers (MARC), are the mechanism for delivering assistance to disaster survivors. It is a readily accessible facility where disaster survivors can meet face-to-face with representatives of federal, state, county, local, and volunteer agencies. CCEMA intends to utilize space at the County building on Northport Drive in Portland for this. Although this is the same site as the County EOC and RCC, the Northport facility has space for both to exist while sharing separate footprints. Alternate sites for a DRC include St. Joseph's College in Windham or Southern Maine Community College in South Portland. The specific site for a DRC will be determined during the transition from Response-> Recovery based on the incident needs.

Business Recovery Center: Business Recovery Centers, stood up by the Small Business Administration (SBA), provide key financial and counseling services to businesses impacted by disaster, including information on SBA Disaster Loans. The State may open one or more Business Recovery Centers to receive requests for recovery assistance from businesses, organizations, or other entities such as public and private universities and healthcare facilities. This may be co-located with the DRC.

Recovery Coordination Center: A Recovery Coordination Center may be established during the response phase to begin planning for the recovery process, support damage assessment, ensure documentation of disaster-related operations and expenditures, and provide for coordination with MEMA on recovery programs issues and implementation. The County’s predesignated Recovery Coordination Center is collocated with its EOC at 27 Northport Drive, Portland.

PLAN ACTIVATION AND IMPLEMENTATION

This Plan is activated by the County EMA Director in consultation with the County Manager. This plan can be activated in the event that a disaster impacts multiple municipalities or the entire County. Elements of this plan can also be activated in smaller disasters if County coordination would improve local recovery efforts.

In deciding to activate this plan, the following criteria will be considered:

- The situation is expected to persist for an extended period of time.
- The demand for normal and emergency services on County/Local and/or nongovernmental entities exceeds the capability.
- Elements specific to an RSF have been damaged to such a degree that rapid recovery is not possible.
- The State intends to ask the Governor to declare a “state of emergency” and request the President declare an emergency or disaster under the Robert T. Stafford Relief and Emergency Assistance Act (Public Law 93-388).

Once the Disaster Recovery Plan is activated, The County Manager may appoint a County Recovery Manager. The CRM may activate any or all support positions and RSF working groups to coordinate the County’s return to its pre-disaster condition or to its “new normal”. This appointment is temporary and the CRM is not a permanent position or appointment. Upon appointment, the CRM will have a set term defined by the County Manager. This term may be renewed or extended by The County Manager at their discretion.

For municipalities that have adopted this plan, the local EMA Director, in consultation with City/Town leadership may activate the plan, or parts of it, to guide local recovery efforts.

This plan may be activated during the response phase of a disaster as well as either the short-term or long-term phase of the recovery process.

This plan may be activated with or without a Presidential Disaster Declaration.

The decision to activate the overall transition from response to recovery will be made independently from the decision to transition a particular element of the EOC from response to recovery.

The transition from response to recovery may be gradual and involve multiple, small steps. This process takes place primarily during the short-term recovery phase. Despite this, there will be a formal moment

of handing over responsibility of an incident from the EOC Incident Commander to the Recovery Manager.

	Response	Short Term Recovery	Long Term Recovery
Controlling Plan	Cumberland County Emergency Operations Plan (2019)	Transition	Cumberland County Pre-disaster Recovery Plan (2023)
Coordination Location	EOC	EOC deactivates or transitions to virtual; Recovery Coordination Center Activates	Recovery Coordination Center
Commander	EOC Incident Commander	EOC Incident Commander transitions to Recovery Manager	Recovery Manager
Support Functions	ESF's activated	ESFs deactivated or transitioned to RSFs or RSFs activated on a function by function basis	RSFs remain active as needed
Recovery Planning	Activated as a Branch in Planning Section of EOC	Transition	RSF 1 in Recovery Coordination Center

Table 3: Elements of a Transition

Implementation of the PDRP is largely a matter of management and coordination. Below are expected steps in this process. Although in a sequence, these steps should happen multiple times in a large recovery operation. This can lead to a scenario where the CRM is simultaneously doing all steps all the time however this should be avoided. Instead, these steps should be intentionally completed and tracked.

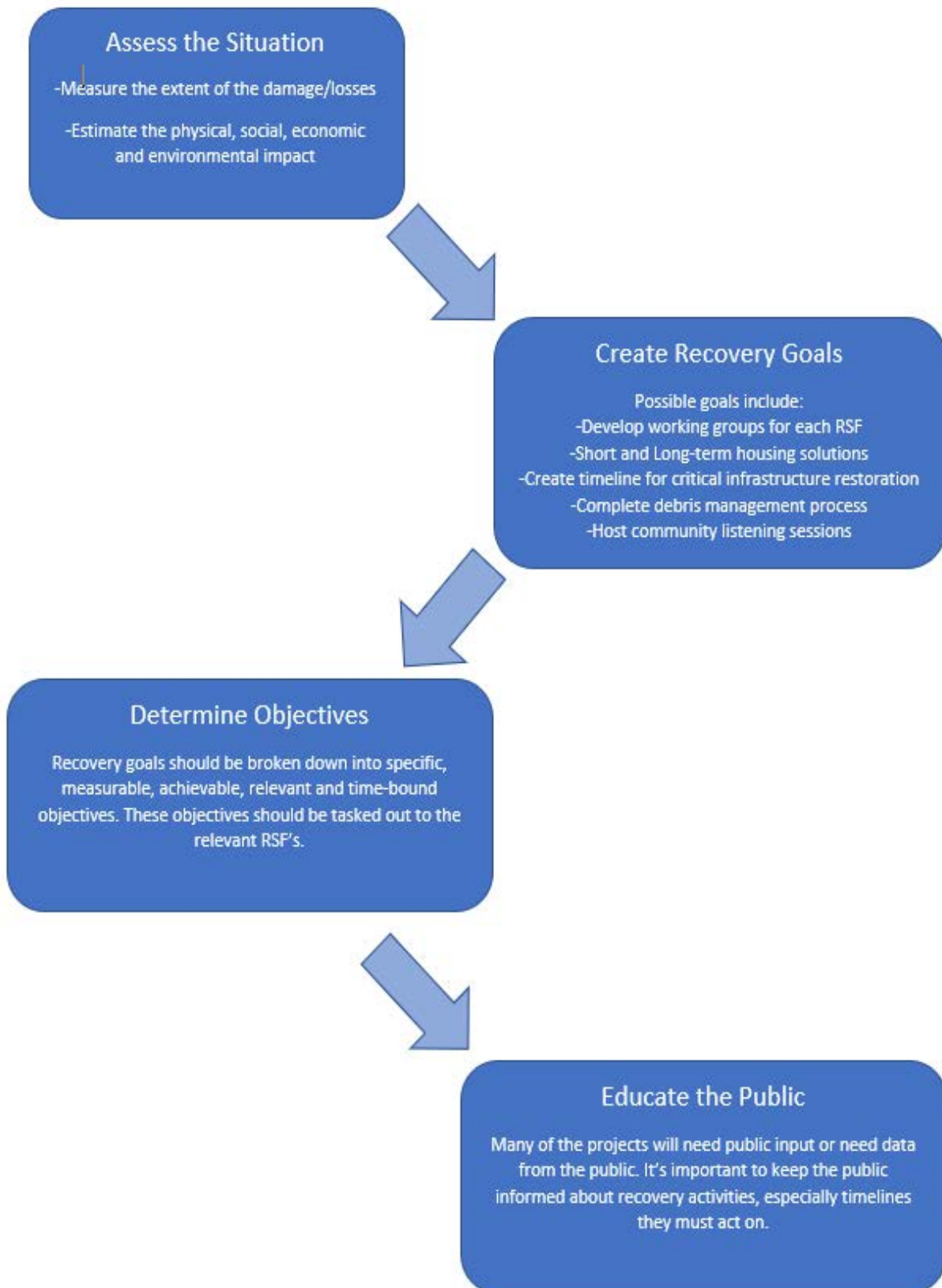


Figure 4: Implementation Steps

DEACTIVATION/DEMOBILIZATION

Recovery staff and assets may be returned to normal operations at the discretion of the County Recovery Manager. This determination may be based on completion of objectives, the determination that those objectives no longer need this position to be achieved, or when local governmental and nongovernmental structures are recovered enough that it can reasonably be thought that a 'new normal' has been achieved.

Any incomplete goals will revert to a designated Lead Agency and/or be transferred (by incorporation) to non-disaster planning and implementation mechanisms.

Overall deactivation of the Recovery Coordination Center and dissolution of the CRM position will be at the discretion of the County Manager, advised by the CRM.

FUNDING:

Funding for post-disaster redevelopment projects is available both before and after a disaster occurs. There are numerous sources for governmental and non-governmental disaster relief programs and private donations that can support post disaster redevelopment. The County continually identifies as many potential resources, programs, and stakeholders as may be applicable for use in the post-disaster planning process.

While these funding streams can be a huge boon to recovery, they also can require significant effort to get. Proactive partnering with these funding organizations will provide Cumberland County staff with an understanding of the organization's policies, timelines, funding uses and restrictions, types of aid, and recipient and project eligibility. Through this partnership, the County seeks to leverage the freedom of the pre-disaster environment to benefit the County during the time-critical recovery environment.

Furthermore, the county recommends that each municipality review the pre-disaster funding programs and determine which programs are best suited to their needs (and thus where the municipality will direct their efforts). Such funds include but are not limited to State and Federal Resources/Grants, SBA loans, IA/PA) Pre-established Recovery Contracts, Disaster Unemployment Insurance Information, Cora Brown Fund, the Maine Long Term Recovery Board and Other Resources.

TRAINING AND EXERCISE

The process of training and exercises allows emergency management agencies to test their plans and capabilities and identify gaps to be improved upon. Activities listed below help to refine and improve a plan before a disaster occurs:

- Undertake regular activities to increase preparedness.
- Conduct regular reviews of recovery policy documents and ordinances.
- Test pre-disaster planning, preparation, and staff capabilities through recovery exercises.
- Conduct regular reviews of pre-disaster recovery plans, policy documents, and ordinances.

REFERENCES

Federal:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, 1974, PL 93-288.
- Disaster Mitigation Act of 2000, PL 106-390 as amended
- National Response Framework, 2019
- FEMA's Comprehensive Preparedness Guide (CPG 101) version 3 – Developing and Maintaining Emergency Operations Plans, 2021
- National Disaster Recovery Framework, 2016
- American Planning Association Post-Disaster Recovery Guide for Planners 2021
- FEMA Public Assistance Program and Policy Guide (PAPPG)
- Post-Katrina Emergency Reform Act
- Pets Evacuation and Transportation Standards Act
- Sandy Recovery Improvement Act
- Disaster Relief Appropriations Act

State:

- Executive Order No. 2 FY 89/00, Civil Emergency Planning
- Executive Order No. 07 FY 06/07, an order designating The National Incident Management System
- Memorandum of Understanding between the State of Maine and the American National Red Cross
- Statewide Mutual Aid Agreement
- Maine Long Term Recovery Board – Bylaws and Membership

GLOSSARY

County Recovery Manager – a person designated by the County Manager to coordinate recovery activities with communities and federal and state agencies.

Continuity of Operations Plan – documents how an organization will perform essential functions during an emergency or long-term disruption. It identifies critical functions, communications, alternate personnel, and alternate locations and provides the structure for the organization to continue to carry out its mission.

Emergency Operations Center - the hub for all coordination during an incident to facilitating and directing recovery/clean-up. An EOC should have clear and logical divisions of functions, such as command, operations, planning, logistics, finance, and public information.

Emergency Operations Plan details that the municipality will do during a disaster. It covers preparedness, response and short term planning elements, and uses an all-hazards approach.

ESFs -Emergency Support Functions are the fifteen functions most frequently used to provide Federal support to states and federal-to-federal support, both for declared disasters and emergencies under the Stafford Act as well as for non-Stafford Act incidents. These functions are Transportation; Communications; Public Works and Engineering; Firefighting; Information and Planning; Mass Care, Emergency Assistance, Temporary Housing, and Human Services; Logistics; Public Health and Medical Services; Search and Rescue; Oil and Hazardous Materials Response; Agriculture and Natural Resources; Energy; Public Safety and Security; Cross-Section Business and Infrastructure; External Affairs.

FEMA (Federal Emergency Management Agency) is the lead Federal agency in responding to and recovering from emergencies and disasters.

Long Term Recovery efforts may focus on reconstructing systems in the community and improving resilience. Focus is on rebuilding housing, economic recovery and repairing the educational, medical and social services vital to the community's health.

NIMS - The National Incident Management System provides stakeholders across the whole community with the shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems that guide how personnel work together during incidents.

Pre-disaster recovery plans identify the tools, resources and governance communities may need in the aftermath of a future disaster to ensure a more comprehensive, effective and expedited recovery.

A **Post-Disaster Recovery Plan** is a guidance document that identifies and lays out policies, operational strategies, and roles and responsibilities to help guide the decisions and actions of community leaders relative to long-term recovery and redevelopment following a major or catastrophic disaster.

Presidential Disaster Declaration – The President can declare a major disaster for any natural or man-made event that has caused damage of such severity that it is beyond the combined capabilities of state and local governments to respond.

RSF Recovery Support Functions are the coordinating structure for key areas of recovery assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination among state, tribal, territorial and federal agencies, nongovernmental partners, and stakeholders. These functions are Economic, Community Assistance, Housing Recovery, Health and Social Services, Infrastructure Systems, Natural and Cultural Resources.

Note: The Cumberland County plan breaks down the last RSF, on the advice of focus group discussions, into separate Natural Resources and Cultural Resources for a total of seven RSFs.

Short Term Recovery - efforts typically focus on restoring operations and functions of government, infrastructure.

ACRONYMS

CCEMA – Cumberland County Emergency Management Agency
CDC – Centers for Disease Control
COOP – Continuity of Operations Plan
EOC – Emergency Operations Center
EOP – Emergency Operations Plan
ESF – Emergency Support Function
NGO – Non-Governmental Organization
NIMS – National Incident Management System
RSF – Recovery Support Function
LDRM- Local Disaster Recovery Manager
SDRC- State Disaster Recovery Coordinator

ANNEX A: RECOVERY SUPPORT FUNCTIONS

RSF I COMMUNITY RECOVERY PLANNING

Purpose:

To plan for, integrate and monitor disaster recovery programs. This RSF is tasked with developing a coordinating structure to include private, public and non-profit partners in addressing the recovery process. By including all partners, the Community Planning framework allows the community to establish recovery priorities, determine needed resources, and update and track that plan as the community recovers.

Organization
Lead Agencies:
Municipal team: including but not limited to, the Town Manager, Town Council, Municipal Recovery Manager (if appointed), Public Safety, Public Works, Economic Development Department, General Assistance, Planning Dept. lead, Health and Social Services, Historic Preservation, ADA Coordinator
County Recovery Manager
Support Agencies: Governmental
Cumberland County EMA
State Disaster Recovery Coordinator
Federal Disaster Recovery Coordinator
Support Agencies (Private/Non-profit)
United Way of Southern Maine
Southern Maine Agency on Aging/ Spectrum Generations
The Opportunity Alliance
American Red Cross

If needed, additional sub-groups of the Community Planning Group may be activated based upon the needs of the recovery process. These sub-groups may include:

- Partnership Development Group
- Community Engagement Group
- Data Assessment Group
- Others as needed

Activation:

This RSF will be activated when the recovery planning needs exceed the capability of the County Recovery Manager or when planning support is needed for local or State recovery efforts.

Responsibilities	
Recovery Period	Objectives
Pre-Disaster	Provide information to local emergency agency directors about possible hazards and mitigation activities.
Pre-Disaster	Write a Pre-Disaster Recovery Plan specific to the municipality's needs and vision for the future.
Long-Term	Establish possible recovery priorities and develop strategies for achieving them.
Long-Term	Determine possible resource needs and develop relationships with multiple resource providers.
Short/Long-Term	Disseminate preparedness information through website, social media, outreach events, etc.
Long Term	Advocate with local EMA directors for updating building codes and zoning ordinances.
Pre-Disaster	Develop relationships with recovery partners on local and state levels.
Pre-Disaster	Establish partnerships with NGOs and define capabilities and roles in support of disaster recovery.
Pre-disaster	Test pre-disaster planning, preparation, and staff capabilities through recovery exercises.
Long-Term	Using whole community input, develop a post disaster recovery plan.
Long-Term	Using the Pre-Disaster plan as a guide, determine actual priorities and resource needs based on the specific disaster.
Long-Term	Get the appropriate approvals to put the plan into action.
Short/Long-Term	Act as a liaison to state and federal agencies as needed.

Indicators of Progress	
Recovery Period	Indicator
Short/Long-Term	Public has been given clear situational awareness information in multiple formats and languages.
Long-Term	Public has been invited to contribute ideas and information concerning recovery objectives.
Long-Term	A recovery leadership team is developed in each affected municipality and is connected to other municipalities and County recovery partners.
Long term	Recovery objectives, developed using community input, are being implemented.
Long-Term	Whole community is actively engaged in recovery processes.

RSF 2 ECONOMIC RECOVERY

Purpose:

The Economic Recovery Support Function (RSF) Branch is responsible for coordinating Cumberland County's public, private, and non-profit-sector efforts to sustain and/or rebuild businesses and employment, as well as develop economic opportunities that result in a sustainable and economically resilient county after large-scale and catastrophic incidents. The Economic RSF Branch will coordinate its efforts with those of the State of Maine and Federal agencies.

Organization
Lead Agencies:
Cumberland County Recovery Manager and LDRM's
Support Agencies: Governmental
Cumberland County Community Development Office (CDBG-DR grants)
Corporation for Community Service
MEMA/FEMA
US Economic Development Administration
Support Agencies (Private/Non-profit)
Banks and other financial institutions
Insurance companies
Greater Portland Council of Governments (GPCOG)

If needed, additional sub-groups of the Economic Group may be activated based upon the needs of the recovery process. These sub-groups may include:

- Employment Recovery Group
- Business Restoration Recovery Group
- Business Retention and Recruitment Recovery Group
- Supply Chain Recovery Group
- Others as needed

To ensure scalability and flexibility in the mobilization of recovery operations, the Recovery Branch and subsequent sub-groups may be functionally or geographically subdivided at the discretion of the County Recovery Manager, as conditions dictate.

Activation:

This RSF will be activated when a disaster significantly disrupts the employment base of Cumberland County, the ability of the local economy to retain and recruit businesses and/or the ability to conduct normal economic operations. This RSF will only be activated if ongoing unmet or new needs exceed the community's normal capabilities, or require special coordination.

Responsibilities	
Time Period	Objectives
Long-Term	Communicate and promote the economic strength and recovery of the County.
Long-Term	Encourage the development of economic recovery priorities.
Pre-Disaster	Incentivize business and individual pre-disaster mitigation and preparedness activities.
Pre-Disaster	Encourages the establishment of disaster information networks for businesses
Short/Long-Term	Assist in identifying the impact of a disaster on the business sector.
Long-Term	Encourage the use of Business Recovery Centers to provide a central location for businesses to access information on insurance, financing, workforce and other sources of assistance.

Indicators of Progress	
Recovery Period	Indicator
Short/Long	Businesses reopen.
Long-Term	Workforce development initiatives are in place; jobs are created and retained. Entrepreneurial and business development initiatives are in place.
Long-Term	Strategies for quickly adapting to changed market conditions, reopening businesses and/or establishing new businesses are in place.
Short/Long-Term	Private and public sector actors have information they need to make informed decisions about recovery.

RSF 3 HEALTH AND SOCIAL SERVICES RECOVERY

Purpose:

The Health and Social Services Recovery Support Function (RSF) Branch is responsible for coordinating Cumberland County's public, private, and non-profit-sector efforts to sustain and/or rebuild services meant to serve the medical and mental health needs of the community. The Health and Social Services RSF Branch will coordinate its efforts with those of the State of Maine and Federal agencies.

Organization
Lead Agencies:
County and Local Public Health
Support Agencies: Governmental
Cumberland County Recovery Manager
US Department of Health and Human Services ASPR
Maine Department of Health and Human Services
Maine CDC
Local public health departments and local health officers
American Red Cross
Department of Veterans' Affairs
Support Agencies (Private/Non-profit)
Accreditation organizations
Transportation companies
Springbrook Hospital

If needed, additional sub-groups of the Health and Social Services Group may be activated based upon the needs of the recovery process. These sub-groups may include:

- Hospital and Long-Term Care
- Specialty Practice Groups (primary care, dialysis, mental health, addiction treatment, etc.)
- Public Health
- Others as needed

Activation:

This RSF will be activated when a disaster significantly disrupts the health or social services/programs in the County. This could be due to the damage/destruction of a Health/Social facility or the incapacitation of health/service agencies due to staffing or financial losses.

Responsibilities	
Time Period	Objectives
Pre-Disaster	Work with health care organizations to exercise their mandated recovery plans.
Long-Term	Coordinate the restoration of health and mental health community services.
Long-Term	Work with local health entities such as hospitals, nursing homes, hospice care, medical practices, specialty practices (e.g., dialysis centers) to reestablish a sustainable medical care system for returning residents.
Short/Long-Term	Promote the dissemination of CDC public health social media messaging to provide accurate, appropriate and accessible information about current conditions and resources.
Short-Term	Provide logistical support for post disaster Medical Points of Dispensing if necessary.
Long-Term	Identify disaster-related and continuing social services needs that cannot be met with community resources due to the disaster (such as childcare, transportation, etc.)
Short/Long-Term	Coordinate with CDC on food and water safety issues.

Indicators of Progress	
Recovery Period	Indicator
Short/Long Term	The capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs are restored.
Short/Long Term	Displaced populations are reconnected with essential health, mental health and social services.
Long-Term	Disaster related barriers to receiving health care are reduced and/or eliminated.
Long-Term	Facilities are rebuilt, repaired, retrofitted to provide adequate response to recovery needs.

RSF 4 HOUSING RECOVERY

Purpose: To implement housing solutions that support the needs of the whole community and contribute to its sustainability and resilience. After a disaster, many years' worth of housing repair, rehabilitation, reconstruction and new construction often need to occur rapidly. Construction, labor, materials, logistics, inspection and financing issues must be managed in a coordinated way.

Organization
Lead Agencies:
Municipal Recovery Managers
Cumberland County Recovery Manager
Support Agencies: Governmental
Cumberland County Community Development Office (CDBG grants)
MEMA/FEMA
USDA- Rural Development Agency
Maine Housing and Urban Development
U.S. Department of Housing and Urban Development
Local planning, building codes, zoning and land use personnel
Support Agencies (Private/Non-profit)
Community Housing of Maine (CHOM)
The Opportunity Alliance
Genesis Fund
Avesta Housing
Insurance Companies

If needed, additional sub-groups of the Housing Group may be activated based upon the needs of the recovery process. These sub-groups may include:

- Building codes/zoning
- Rental/realtors
- Low income/accessible housing
- Housing development planning

Activation:

This RSF will be activated when a natural or technological disaster severely impacts the Communities ability to house its citizens. In practice, this means that the housing supply in the County has been significantly rendered unlivable.

Responsibilities	
Time Period	Objectives
Long-Term	Work with local communities to identify strategies and options that address a broad range of disaster housing issues such as those dealing with planning, zoning, and building codes.
Pre-Disaster	Work with housing experts to develop and maintain working relationships before a disaster.
Long-Term	Share interagency knowledge and expertise with State-led housing task forces to address disaster housing issues.
Short/Long-Term	Support outreach efforts to connect vulnerable or underserved individuals to available services.

Indicators of Recovery	
Recovery Period	Indicator
Short/Long Term	All survivors have moved out of emergency sheltering into interim or permanent housing, and the housing needs of individuals and communities are being addressed with other temporary solutions.
Long-Term	Timely construction of housing that complies with local, State and national model building codes, including accessibility standards, is facilitated.
Long-Term	Timely rebuilding or repair of damaged homes is facilitated.
Long-Term	Residents return to the municipality and to affordable, safe, permanent housing.

RSF 5 INFRASTRUCTURE

Purpose: To efficiently facilitate the restoration of infrastructure systems and services to support a viable, sustainable community and improves resilience to and protection from future hazards, as well as to provide information on mitigation opportunities that leverage innovative and green technologies.

Organization	
Lead Agencies:	
Cumberland County Recovery Manager	
Municipal Recovery Managers	
Support Agencies: Governmental	
Municipalities that own public infrastructure such as water and wastewater facilities	
Maine DOT	
Utility owners	
Maine Public Utilities Commission	
Public transportation service providers	
Cybersecurity and Infrastructure Security (CISA)	
Support Agencies (Private/Non-profit)	
Private transportation providers	

If needed, additional sub-groups of the Infrastructure Group may be activated based upon the needs of the recovery process. These sub-groups may include:

- Water/wastewater treatment facilities
- Electric power facilities
- Communications facilities
- Transportation agencies
- Others as needed

Activation:

This RSF will be activated in response to significant disruptions to the Electrical, Natural Gas/Oil, Communications, Road, Rail, Port, Airport, or Cyber infrastructure in the County.

Responsibilities	
Time Period	Objectives
Short/Long-Term	Identify critical facilities and ensure considerations are made to reduce risk.
Long-Term	Promote the implementation of mitigation measures during repairs.
Pre-Disaster	Identify and build relationships with key response partners, especially local utility providers.
Long-Term	Include private sector infrastructure owners and operators and related service providers in planning at all levels.
Short-Term	Identify potential recovery projects and begin data collection and application processes.

Short-Term	Assist State and private agencies in conducting infrastructure damage and needs assessments if requested.
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Indicators of Progress	
Recovery Period	Indicator
Short/Long Term	Restoration of infrastructure can support the community's needs (water/wastewater, power, communications, transportation, food.)
Long-Term	Increased resiliency, backup capabilities, and redundancy are built into rebuilt infrastructure systems.

RSF 6 NATURAL RESOURCES

Purpose: To integrate assets and capabilities to help affected communities address long-term environmental resource recovery needs after large-scale and catastrophic incidents.

Organization	
Lead Agencies:	
Municipal Recovery Manager	
County Recovery Manager	
Support Agencies: Governmental	
US Department of Agriculture Natural Resources Conservation Service	
Department of Commerce - National Oceanic and Atmospheric Administration	
USDA Emergency Forest Restoration Program	
Maine Department of Environmental Protection	
Support Agencies (Private/Non-profit)	
National Fish and Wildlife Foundation	
Land Trusts	
Casco Bay Estuary Partnership	
Maine Lakes Association	

If needed, additional sub-groups of the Natural Resources Group may be activated based upon the needs of the recovery process. These sub-groups may include:

- Land Trusts
- River Preservation
- Coastal preservation
- Others as needed

Activation:

This RSF will be activated when a disaster has severely damaged the ecology of the County including forests, agricultural lands, coastal and marine areas (including inland rivers and lakes) as well as specialized habitats such as salt marshes. This RSF can also be activated when the restoration of critical functions, services and programs from disaster is likely to impact this ecology.

Responsibilities	
Time Period	Objectives
Pre-Disaster	Develop working relationships with natural resource groups.
Long-Term	Coordinate and facilitate the sharing and integration of impact data to help understand the recovery needs and support good decision making for Natural Resource recovery stakeholders.
Long-Term	Maintain robust and accessible communications throughout the recovery process among local governments and natural resource subject matter experts.

Long-Term	Encourage the Identification of potential recovery projects and data collection and application processes for grants.
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Indicators of Recovery	
Recovery Period	Indicator
Short/Long	Immediate threats are contained and cascading effects are limited through preservation, conservation and rehabilitation efforts.
Long-Term	Strategies for environmental restoration of affected areas are set and in progress.

RSF 7 CULTURAL RESOURCES

Purpose: To integrate assets and capabilities to help affected communities address long-term cultural resource recovery needs after large-scale and catastrophic incidents.

Organization	
Lead Agencies:	
Municipal Recovery Manager	
Support Agencies: Governmental	
Maine State Archives	
Maine Historical Society	
Maine Historical Preservation Commission	
Support Agencies (Private/Non-profit)	
Town Historical Societies	
Town Libraries	
Private and Public Organizations	

If needed, additional sub-groups of the Cultural Resources Group may be activated based upon the needs of the recovery process. These sub-groups may include:

- Art preservation
- Document/book preservation
- Historic Building preservation
- Others as needed

Activation:

This RSF will be activated when a disaster has had a severe negative impact on a site or resource of great cultural value. This can include objects or sites of artistic, historical or ethnic/religious value. This RSF can also be activated when the restoration of critical functions, services and programs from disaster is likely to impact cultural resources.

Responsibilities	
Time Period	Objectives
Long-Term	Information gathering on preservation techniques.
Long-Term	Identification of funding for repairs to facilities and collections.
Long-Term	Disaster Recovery staff/volunteers is trained in recovery operations.

Indicators of Progress	
Recovery Period	Indicator
Long-Term	Funding sources have been secured.
Long-Term	Organizations with cultural items have, or are in process of preservation.
Long-Term	Cultural and historical buildings are in process or have completed repairs.

RSF 1 Community Recovery Planning

National Disaster Recovery Framework 2nd edition) June 2016

Community Engagement Toolkit version 2.2 March 2017

<https://www.collectiveimpactforum.org/resources/community-engagement-toolkit>

American Planning Association Planning for Post-Disaster Recovery Briefing Papers 1: Public Engagement in Recovery Planning 2014

<https://planning-org-uploaded-media.s3.amazonaws.com/document/post-disaster-paper-1-public-engagement.pdf>

Pre-Disaster Recovery Planning Guide for Local Governments February 2017 FEMA pub FD008-03

<https://www.fema.gov/sites/default/files/2020-07/pre-disaster-recovery-planning-guide-local-governments.pdf>

Roadmap to Federal Resources for Disaster Recovery June 2022 FEMA

https://www.fema.gov/sites/default/files/documents/fema_roadmap-federal-resources-for-disaster-recovery.pdf

Achieving Equitable Recovery – A Post Disaster Guide for Local Officials (draft) January 2023 FEMA

https://www.fema.gov/sites/default/files/documents/fema_achieving-equitable-recovery-a-post-disaster-guide-local-officials-draft.pdf

RSF 2: Economic Recovery

Roadmap to Federal Resources for Disaster Recovery June 2022 FEMA

https://www.fema.gov/sites/default/files/documents/fema_roadmap-federal-resources-for-disaster-recovery.pdf

Achieving Equitable Recovery – A Post Disaster Guide for Local Officials (draft) January 2023 FEMA

https://www.fema.gov/sites/default/files/documents/fema_achieving-equitable-recovery-a-post-disaster-guide-local-officials-draft.pdf

RSF 3: Health and Social Services

Achieving Equitable Recovery – A Post Disaster Guide for Local Officials (draft) January 2023 FEMA

https://www.fema.gov/sites/default/files/documents/fema_achieving-equitable-recovery-a-post-disaster-guide-local-officials-draft.pdf

Roadmap to Federal Resources for Disaster Recovery June 2022 FEMA

https://www.fema.gov/sites/default/files/documents/fema_roadmap-federal-resources-for-disaster-recovery.pdf

RSF 4: Housing

Achieving Equitable Recovery – A Post Disaster Guide for Local Officials (draft) January 2023 FEMA
https://www.fema.gov/sites/default/files/documents/fema_achieving-equitable-recovery-a-post-disaster-guide-local-officials-draft.pdf

Roadmap to Federal Resources for Disaster Recovery June 2022 FEMA
https://www.fema.gov/sites/default/files/documents/fema_roadmap-federal-resources-for-disaster-recovery.pdf

National Housing Coalition: Disaster Housing Recovery Policy 2023
<https://nlihc.org/explore-issues/projects-campaigns/disaster-housing-recovery/policy>

US Department of Housing and Urban Development: Disaster Recovery for Communities
https://www.hud.gov/disaster_resources/disaster_recovery_communities

RSF 5: Infrastructure

Critical Infrastructure and Key Resources Support Annex FEMA
<https://www.fema.gov/pdf/emergency/nrf/nrf-support-cikr.pdf>

FEMA National Disaster Recovery Framework: Infrastructure Systems Recovery Support Function
https://www.fema.gov/sites/default/files/2020-06/rsf_infrastructure_systems.pdf

RFS 6: Natural Resources

FEMA Environmental and Historic Preservation
<https://www.fema.gov/emergency-managers/practitioners/environmental-historic>

FEMA National Disaster Recovery Framework: Natural & Cultural Resources Recovery Support Function
https://www.fema.gov/sites/default/files/2020-06/rsf_natural_cultural.pdf

RSF 7: Cultural Resources

Maine Historic Preservation Commission
<https://www.maine.gov/mhpc/programs/protection-and-community-resources>

FEMA National Disaster Recovery Framework: Natural & Cultural Resources Recovery Support Function
https://www.fema.gov/sites/default/files/2020-06/rsf_natural_cultural.pdf

Maine Arts Commission <https://mainearts.maine.gov/>