

Aroostook County Emergency Operations Plan

ANNEX N: DAMAGE ASSESSMENT

I. PURPOSE

This annex describes the actions to be taken and forms to be completed by the municipal governments in Aroostook County and submitted to the Aroostook County Emergency Management Agency (EMA) to assess the damage caused by a disaster.

II. SITUATION AND ASSUMPTION

A. SITUATION:

1. When extensive property damage, injuries, or loss of life occurs, a damage assessment expedites response and recovery operations and might make towns or individuals eligible for FEMA Public Assistance and Individual Assistance.
2. The primary hazards that will cause damage that need to be assessed will be flooding, forest fires, severe summer storms (such as a tropical storm or hurricane), or a severe winter storm (blizzard or ice storm). Historically, most storm damages in Aroostook County have resulted in damaged roadways and storm water management systems (culverts, drainage ditches, etc.).

B. ASSUMPTIONS:

1. All damages to roadways will be assessed by municipal officials (selectmen, EM Director, road commissioner or public works) or the Maine Department of Transportation (Me DOT), depending on who is responsible for day-to-day road maintenance.
2. Municipal governments will willingly submit damage assessment information to the County for collection and submittal to the State EOC. The municipal officials will submit Form 7s by fax or email.
3. The County EMA Director, working with the County Facility Manager, will assess any damage to County real property and will submit their assessment to the State EOC.

III. CONCEPT OF OPERATIONS

A. The County EOC has five damage assessment measures that may be required for a Stafford Act disaster declaration.

1. **Initial Damage Report:** Immediately following the onset of a disaster, the municipal EM Director, Fire Chief or EOC should submit a Situation Report that lists out what public infrastructure, major facilities, or utilities have been damaged or impacted. The formal situation report is preferred, but an email, radio call or telephone call may be acceptable. The County EOC will record all damage information. Critical damage information should be inputted into WebEOC. Immediate calls to the State EOC or MEMA Duty Officer may be made, as necessary.

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2. **Initial Damage and Injury Assessment (MEMA Form 7):** Within 24-72 hours following the onset of a disaster, and if it is felt that there are enough damages to warrant a Stafford Act declaration, the County EOC will contact the municipal EM Director or EOC and request the submission of a MEMA Form 7. Form 7 is used to record the initial cost estimates of the public damages on page 1 and the private damages on page 2. The EOC Manager and/or Damage Assessment Manager will review and consolidate the reports and forward the information to the State EOC. It is designed to measure impact as it relates to State of Emergency by the Governor and disaster declarations by the President. The Stafford Act requires that a state have a certain level or threshold of damage costs before a disaster declaration can be approved. **The FY2023 Threshold for the State of Maine is \$2,411,375. The Aroostook County threshold is \$297,946.** The State threshold must be met first in order for any counties to get approved.
3. **Detailed Damage Cost Estimate:** The County EOC will work with municipal EOCs, EM Directors, Selectmen and/or Road Commissioners, to acquire detailed cost estimates that show line-item costs developed from unit quantities, unit pricing and any actual contractor or rental costs. Video and digital photographs of any damage and emergency repairs should be made to prove that damage actually occurred. This information will become vital during the Preliminary Damage Assessment (PDA).
4. **Preliminary damage assessment (PDA):** Should the State Governor declare a state of emergency and file a request for a Stafford Act declaration with FEMA, the FEMA Director may authorize a Preliminary Damage Assessment. The FEMA PDA staff may try to complete a telephone survey. It is important for the County EMA Director to remind the FEMA PDA representatives that they must complete an on-site assessment of all the damage areas in the County. This assessment is to be completed by State and Federal damage assessment personnel with input from municipal officials. The County EOC is the liaison between these teams and local officials. There could be two separate FEMA PDA teams completing assessments. A Public Assistance PDA will be accomplished to assess damages to publicly owned property, roads, and other infrastructure. An Individual Assistance PDA will be accomplished to assess private damage to homes and businesses.
5. **Project development:** Should a Stafford Act disaster declaration be approved by the President, State and Federal personnel conduct a more detailed survey for cost estimates for repairs to public property. Public assistance projects (described below) are developed during this stage.

B. There are two types of Stafford Act disaster assistance resulting from severe damage:

1. **Public Assistance** is a reimbursement program that provides funding on a percentage basis to eligible public entities that have suffered damages as a result of a Stafford Act declared disaster and whose damages are within the geographic area authorized for public assistance. Funding under this program is limited to repairing or restoring damaged items and facilities to their pre-disaster condition and will only be provided once all other means of funding have been exhausted. The Federal government will provide 75% reimbursement for any approved recovery projects. The State government is expected to provide 15% of the reimbursement, with the local government picking up the remaining 10% of the project costs.

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2. **Individual Assistance** is either financial or direct assistance to individuals, families and businesses whose property has been damaged or destroyed and whose losses are not covered by insurance. It is meant to help with critical expenses that cannot be covered in other ways. This assistance is not intended to restore damaged property to its condition before the disaster.

C. The damage assessment process will involve the collection of damage data on county-wide roads, public infrastructure, private property, and the electrical power transmission lines within the County.

1. **Roads:** Municipal officials will report road closures and damage to include debris in the roads, to the County EOC. This information will be used by the County EOC to coordinate resource requests and to allocate resources according to county-wide priorities. This information will be tracked on WebEOC.

2. **Infrastructure:** Municipal officials will report building, equipment, and water/sewer system damage to the County EOC. This information will be used by the County EOC to coordinate resource requests and to allocate resources according to county-wide priorities. This information will be tracked on WebEOC.

3. **Power Restoration:** Municipal officials will report power line damage to the County EOC. This information will be consolidated by the County EOC and provided to EMERA. The EOC will provide EMERA with information on high priority locations requiring power restoration. The EOC will work with EMERA to acquire their power restoration plans and priorities. This information will be tracked on WebEOC.

4. **Private Property:** Municipal EOCs will investigate and seek out private property damage from their residents, farms, and businesses. This information will then be reported to the County EOC.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Each municipality is responsible for assuring that an initial situation appraisal is conducted. The local emergency management director is responsible for coordination with the County, State and Federal personnel involved in damage assessment in their communities. The board of selectmen or municipal manager is responsible for the completion of the damage assessments within a community. The road commissioner or public works director should assist with assessments on roads. The utility director should assist with assessments of utility damage. Help may be sought from the code enforcement officer and fire departments.

B. Residents and businesses will report their private damages to the municipal office. (They should be told to also report the information to their insurance company.) This information will be collected by the town office staff, the selectmen and/or the local emergency management director. Contact information should be maintained so that, should Aroostook County be declared a federal disaster area, making residents eligible for individual assistance, those residents and businesses may be contacted to set up visits by representatives of the Federal Emergency Management Agency (FEMA). Residents will need to register with the FEMA Disaster Recovery Center.

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C. The County EMA will consolidate all the municipal damage assessment reports (for both public and individual assistance programs) and provide a consolidated county damage assessment report to MEMA.

V. ADMINISTRATION AND LOGISTICS

A. Initial damage assessment report from the municipalities to the county may be verbal but must be followed up with a Situation Form. The County EOC will record and track the status of all collected information.

B. The County EOC will want to put out a call to the municipal officials for the MEMA Form 7. Submission should be within 24-72 hours, depending on the severity of the event. The Damage Assessment Manager will record and track the status of all collected information. Copies of all Form 7s will be sent to the State EOC. This may be accomplished by scanning and emailing or faxing. Should phone and internet services be down, the radio room can transmit the data.

C. Should a Stafford Act declaration be possible, the County EOC will encourage the municipal officials to produce and submit Detailed Damage Cost Estimates from the damage to their road, utilities, and structures. These estimates should include line-item costs developed from unit quantities, unit pricing and any actual contractor or rental costs. Video and digital images of any damage and emergency repairs should also be submitted.

D. Should a Stafford Act declaration be approved, a FEMA Kick Off meeting will be scheduled for municipal officials. A FEMA Form 90-49 Request for Public Assistance will be required from each municipality or non-profit.

Refer to Job Aid Section in back for Form 7 and instructions.

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ATTACHMENT F: HAZARDOUS MATERIALS INCIDENT

I. NATURE OF THE HAZARD

The most likely technological hazard to occur in Aroostook County that would rapidly overwhelm municipal resources would be an incident involving Hazardous Materials. Hazardous materials are defined as explosive, flammable, combustible, corrosive, oxidizing, toxic, infectious, or radioactive materials that, when involved in an accident and released in sufficient quantities, put some portion of the public in immediate danger from exposure, contact, inhalation, or ingestion.

The Extremely Hazardous Substances (EHS) materials present in Aroostook County are Anhydrous Ammonia, Hydrochloric Acid, Sulfuric Acid, Chlorine, and Sodium Hypochlorite. These chemicals are primarily corrosive gases and liquids that will not travel far from their containers unless in gaseous form. The primary damage will be from inhalation of the EHS for people caught in the downwind cloud plume.

II. RISK AREAS

A hazardous material incident could occur in Aroostook County at a fixed facility, pipeline, or by cargo-carrying trucks. Aroostook County has forty-three (43) facilities that have on hand Extremely Hazardous Substances (EHS) and ten (10) of those facilities pose an off-site consequence. (*See the Aroostook County Haz-Mat Plan*).

A hazardous materials incident will mostly impact the communities of Presque Isle, Fort Fairfield, Easton, Fort Kent, Houlton, Caribou, Madawaska, along with our major transport routes.

III. DIRECTION AND CONTROL

As stated in the Basic Plan and Annex A, the NIMS-version of the Incident Command System (ICS) will be used for all County command and control operations. In accordance with SARA Title III, each municipality will designate a community emergency coordinator who shall make determinations necessary to implement the plan. In most communities, these responsibilities will be given to the Fire Chief/Incident Commander.

The Aroostook County Sheriff's Department will receive calls, elicit information, dispatch first responders, relay information to first responders prior to their arrival on scene, and make notifications.

First responders will make an initial assessment when they arrive on scene. The senior responder will assume Incident Command, establish an Incident Command Post in an area that is outside of the effected zone of impact.

First responders in Aroostook County are trained in HazMat Awareness and will identify the hazardous material. First responders will perform any obvious rescues as incident permits without putting themselves in severe danger. Incident Command must notify the local hospital that will be receiving the victims exposed to possible hazardous materials.

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Easton and Houlton have WMD Decon Strike Teams that could be available for Decon Response at a Hazmat Incident. The municipal fire departments in Aroostook County can call on a Hazardous Materials Response Team and two decon strike teams. The Aroostook County EMA sponsors the Easton and Houlton Decontamination Strike Teams, which does have a limited offensive operational capability. Municipal fire departments that arrive on the scene of a HazMat incident will take awareness-level actions only - identify, report, evacuate, and secure the incident scene. The Incident Commander will request the Sheriff's Department contact and deploy the Decon Strike Team. The Incident Commander will contact the Aroostook County EMA, with assistance from the Sheriff's Department to a regional HazMat Response Team for further assistance. The County EMA office will contact the Maine Emergency Management Agency and request additional HazMat response resources be deployed to the incident as needed.

IV. COMMUNICATIONS

In the event of a HazMat incident, rapid communication is important to ensure a prompt and coordinated response. Communications must be maintained between the Aroostook County Sheriff's Department, MDEP, the first responders, the hospital emergency rooms, and the municipal and County EOCs.

First responders will rely primarily on radio communications, augmented by cellular phones. The County and municipal EOCs will communicate with the responders by radio and with other each other and other agencies by phone.

All radio communication traffic will be managed by the Sheriff's Department. The Incident Commander, with assistance from the municipal or County EOC will establish communications and frequency protocols and assignments to reduce confusion on the radios.

V. WARNING

There will be no warning prior to the accidental release of a hazardous material. The facility manager, transporter, or first responders will be the first on scene who have the capability to identify the incident as involving hazardous materials. The facility manager or incident commander must notify and warn the Sheriff's Department of the incident specifics so that other responders and emergency managers may take appropriate actions.

For HazMat incidents, public warning may be accomplished door-to-door or through mobile or portable public address systems by on-scene personnel under the direction of the IC. Public warning may be accomplished by the municipal or County EOCs by contacting local television and radio stations and requesting that emergency information be transmitted.

The Aroostook County EMA will notify the Maine State Police and the Maine EMA of the incident specifics as soon as possible.

VI. EMERGENCY PUBLIC INFORMATION

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The flow of accurate and timely emergency information is critical to the protection of lives and property immediately following a HAZMAT release.

The news media will be the public's primary source of information, from both official and other sources, over the course of the emergency. The Aroostook County EOC Public Information Officer will immediately establish a Media Center and contact the local television and radio stations. Information to safeguard the public from the current hazard will be made available for transmission to the public.

The Public Information Officer will:

1. Inform the public of health hazards associated with the HazMat incident.
2. Provide personal protective actions instructions, including sheltering-in-place.
3. Event-specific evacuation instructions and information (road closures, available transportation)

VII. EVACUATION

Evacuation may be required from inside the perimeter of the scene to guard against further casualties from contamination by the hazardous material. Evacuations will be authorized and initiated by the Incident Commander. The IC must coordinate with the other communities and counties that may be impacted by the evacuation.

The Incident Commander will establish a Protective Action Zone, if necessary. This is an area in which people can be assumed to be at risk of harmful exposure, and in need of either in-place protective shelter or evacuation.

VIII. SHELTERING IN PLACE

Temporary in-place sheltering may be appropriate if there is a short-duration release of hazardous materials or if it is determined to be safer for individuals to remain in place. Sheltering in a place is when people make a shelter out of the place, they are in. It is a way for people to make the building as safe as possible to protect them until help arrives.

The goal of sheltering in place during HazMat events is to minimize the exposure of the threatened public to dangerous substances. Sheltering in place uses a structure and its indoor atmosphere to temporarily separate people from a hazardous outdoor atmosphere. The people will still be in the endangered area but will be protected by the barrier created by the shelter and the short-term protection of its indoor atmosphere. Over time, small cracks in buildings will allow contaminated air to enter the indoor atmosphere. Some exposure will occur, but if properly undertaken, sheltering in place can provide substantial protection from doses high enough to cause injury. The selection of sheltering in place to protect the public may be preferable when the leak is very fast, a migrating toxic vapor cloud could quickly overtake unprotected or evacuating citizens, the material released has a low health hazard, or evacuation would create problems that would outweigh its usefulness.

Sheltering in place will be authorized and initiated by Incident Commanders, municipal or County officers, or municipal or County emergency management directors. Directions to the public to shelter in place will be accomplished by using the Emergency Alert System as described in Annex C.

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IX. HEALTH AND MEDICAL

Issues that may be different during a hazmat incident include decontamination, safety of victims and responders, and in place sheltering versus evacuation. Local hospital and EMS personnel should anticipate the need to handle large numbers of people who may or may not be contaminated but who are fearful about their medical well-being.

The Incident Commander will need to identify locations for the setup of decontamination stations and for mobile triage support. With assistance from the County Decon Strike Team, the IC will need to determine safety perimeters, based on materials.

X. RESOURCE MANAGEMENT

Local and State Hazardous Materials Response resources:

Aroostook County Regional Response Team – This team that was based at the Madawaska Fire Department has been disbanded. AKEMA is currently trying to establish a new team, but it is not activated at the time of this plan update.

Regional Decontamination Strike Teams – There are seven other municipal fire departments in the State of Maine that maintain Decontamination Strike Teams. These are the municipalities of Augusta, Easton, and Houlton. The Aroostook County EMA Director shall contact MEMA to request the activation and support of these other teams.

Regional Hazardous Material Response Teams – There are six municipal fire departments, one papermill, and one Federal HazMat Response Team. These teams are located at Portsmouth Naval Shipyard, Rumford, Portland, South Portland, York County, Brunswick, Lewiston/Auburn, Waterville, and Orono. These HazMat Teams have the capability to perform all HazMat Technician Level activities. The Aroostook County EMA Director shall contact MEMA to request the activation and support of these other teams.

Maine Department of Environmental Protection, Emergency and Spill Response Teams – The Maine DEP maintains Chemical Spill Response Teams in Augusta, Bangor, Presque Isle, and Portland. These teams are fully equipped and trained to respond at the HazMat Technician level and perform all duties at this level. The Aroostook County EMA Director shall contact the MeDEP to request the activation and support of these other team.

AROOSTOOK COUNTY EMERGENCY MANAGEMENT
INITIAL NOTIFICATION FAN-OUT LIST

Aroostook County EMA
All Unorganized Territories

Aroostook County S.O
Aroostook County
EMA Director
Monticello FD
Littleton FD
Bridgewater FD
Linneus FD
Haynesville FD
Allagash FD
Hodgdon FD
Grand Isle FD
Frenchville FD
St. Agatha FD
Mars Hill FD
Madawaska PD/FD/EMS
Central Aroostook Ambulance
Van Buren FD/EMS
North Lakes FD
Southern Aroostook Ambulance

Fort Kent Fire Department
Eagle Lake FD
St Francis FD

Presque Isle Police Department
Easton FD
Mapleton FD
Presque Isle FD/EMS

Penobscot RCC
Island Falls FD
Sherman FD

Maine State Police
Ashland FD/PD
Fort Fairfield FD/PD/EMS
Maine Forest Service
Warden Service
Portage FD
Masardis FD
Washburn PD/FD
Oakfield FD
Reed Plantation FD

Caribou PD
Limestone FD
Stockholm FD

Houlton Fire Department
Houlton Fire/EMS Department

AROOSTOOK COUNTY FANOUT REPORTS

Warning Point Location:						
Primary – Aroostook County Emergency Management Agency						
Receive Time:	Date:	From:				
Fanout Location	Phone	Fax	Time Contacted	Verified (√)	Time	
Unorganized Territories	493-4328 551-2502 551-2501	493-4357				
Aroostook County Sheriff's Office	800-432-7842	532-7319				
Maine State Police	800-924-2261	532-5455				
Caribou Police Department	493-3301 493-4213	493-4201				
Houlton Fire Department	532-1320	532-1323				
Fort Kent Fire Department	834-5678	834-3126				
Presque Isle Fire Department	769-0881	764-6139				

ADD INTERNAL / OTHER NOTIFICATION AS NEEDED

AROOSTOOK COUNTY FANOUT REPORTS

Warning Point Location:

Primary – Aroostook County Sheriff's Office Dispatch – 1-800-432-7842

Receive Time: _____ Date: _____ From: _____

Fanout Location	Phone	Fax	Time Contacted	Verified (√)	Time
Aroostook County EMA	493-4328 868-5415	493-4357			
Monticello	538-9849				
Littleton	538-9862	768-5813			
Bridgewater	429-9546	429-9856			
Linneus	532-6182 532-3432	532-6182			
Haynesville	448-7005				
Allagash	398-3198 398-3168	398-4229			
Hodgdon	532-6498 532-7440	521-0139			
Grand Isle	728-8731 895-3836	895-3355			
Frenchville	764-8412 543-7521				
St. Agatha	543-7305	543-7306			
Mars Hill	425-3731 429-9859	429-8420			
Limestone PD	325-4702				
Madawaska PD/FD/EMS	728-6356 728-7716				
Central AK EMS	554-0041				
Van Buren FD/EMS	868-2800 868-2251				
North Lakes Fire	551-2502 551-2501				
Southern AK EMS	521-5201				

****ADD INTERNAL / OTHER NOTIFICATION AS NEEDED****

AROOSTOOK COUNTY FANOUT REPORTS

Warning Point Location:					
Primary – State Police – 1-800-924-2261					
Receive Time:		Date:		From:	
Fanout Location	Phone	Fax	Time Contacted	Verified (√)	Time
Ashland Fire Department	435-8030	435-2005			
Fort Fairfield	472-3809	472-3810			
Maine Forest Service					
Warden Service	435-3231				
Portage	435-6323 435-6852				
Masardis	435-2841	435-3300			
Washburn Fire & PD	455-4038 498-4604	455-4319			
Oakfield FD	757-8479	757-8511			
St Francis – FK	398-2102				
Reed Plantation	456-7546				

ADD INTERNAL / OTHER NOTIFICATIONS AS NEEDED

AROOSTOOK COUNTY FANOUT REPORTS

Warning Point Location:					
Fanout – Caribou Police Department – 493-3301					
Receive Time:	Date:	From:			
Fanout Location	Phone	Fax	Time Contacted	Verified (√)	Time
Limestone FD	325-1019				
Stockholm	896-3421				

ADD INTERNAL / OTHER NOTIFICATION AS NEEDED

Warning Point Location:
Fanout – Houlton Police Department – 532-2287

Receive Time: Date: From:

Fanout Location	Phone	Fax	Time Contacted	Verified (✓)	Time
Houlton FD/EMS	532-1320				

****ADD INTERNAL / OTHER NOTIFICATION AS NEEDED****

Warning Point Location:
Fanout – Fort Kent Police Department – 834-6550

Receive Time: Date: From:

Fanout Location	Phone	Fax	Time Contacted	Verified (√)	Time
Fort Kent FD	316-2789				
Ambulance Service, Inc	551-0582				
Eagle Lake FD	444-5288 Z-Tron	444-5511			
St Francis FD	398-4283 Z-Tron				

****ADD INTERNAL / OTHER NOTIFICATION AS NEEDED****

Warning Point Location:
Fanout – Penobscot County RCC – 945-4636

Receive Time: Date: From:

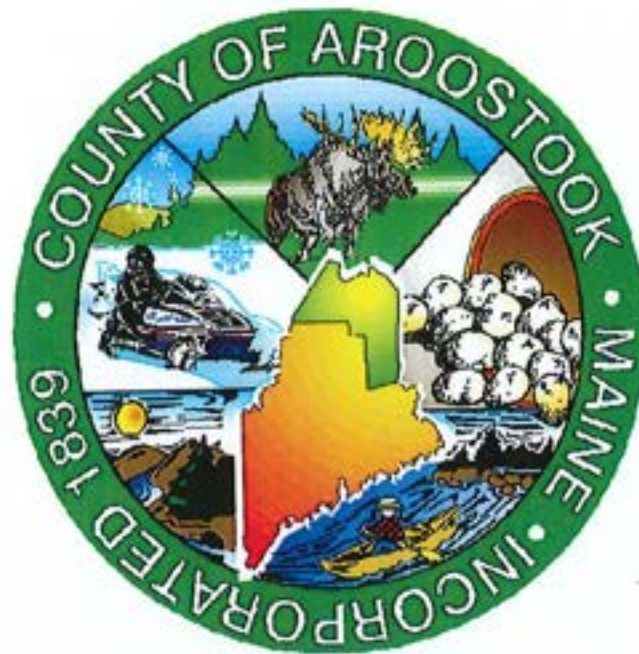
Fanout Location	Phone	Fax	Time Contacted	Verified (√)	Time
Island Falls FD	463-2221				
Sherman FD	265-7256				

****ADD INTERNAL / OTHER NOTIFICATION AS NEEDED****

AROOSTOOK COUNTY FANOUT REPORTS

County of Aroostook

State of Maine



County Government

Continuity of Operations Plan (COOP)

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PROMULGATION AND APPROVAL

The Mission of the County of Aroostook is to provide regional government services to the residents of Aroostook County, Maine. These services include Office of County Commissioners, Law Enforcement and Civil Process, Corrections, Deeds Recording, Probate Court Services, Support to District and Superior Court, Emergency Management, Support to District Attorney's Office, Facilities Management, Information Technology, Unorganized Territory Services, and Public Safety Dispatching. To accomplish this mission, the County of Aroostook must ensure its government operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the County of Aroostook Continuity of Operations Plan and programs to ensure the organization can conduct its essential missions and functions under all hazards and conditions.

Upon plan activation, impacted Aroostook County department(s) will deploy personnel to a designated alternate facility. Upon arrival, County personnel will establish an operational capability and perform essential functions within 24 hours from the time of the activation of the Continuity of Operations Plan, for up to a 30-day period or until normal operations can be resumed.

This plan is developed in accordance with guidance in the National Continuity Policy Implementation Plan, dated August 2007; Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations), dated January 21, 2009; Continuity Guidance Circular 2 (CGC 2), Continuity Guidance for Non-Federal Entities, dated July 22, 2010; and other related directives and guidance.

The Continuity of Operations Plan for Aroostook County has been reviewed and approved as part of the Aroostook County Emergency Operations Plan.

DISTRIBUTION

- Aroostook County Commissioners' Office
- Aroostook County District Attorney's Office
- Aroostook County Emergency Management Agency
- Aroostook County Community Services (Unorganized Territory)
- Aroostook County Facility Management & IT Office
- Aroostook County Registry of Deeds (North and South)
- Aroostook County Registry of Probate
- Aroostook County Sheriff's Office
- Aroostook County Sheriff's Office – Corrections
- Aroostook County Sheriff's Office - Transport
- Aroostook County Sheriff's Office – Dispatch
- Maine Emergency Management Agency

BASIC PLAN

I. PURPOSE

A. The Mission of the County of Aroostook is to provide regional government services to the residents of Aroostook County, Maine. These services include Office of the County Commissioners, Law Enforcement and Civil Process, Corrections, Deeds Recording, Probate Court Services, Support to District and Superior Court, Emergency Management, Support to District Attorney's Office, Facilities Management & IT, Unorganized Territory Community Services, and Public Safety Dispatching. To accomplish this mission, the County of Aroostook must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the County of Aroostook's Continuity of Operations Plan and programs to ensure the organization can conduct its essential missions and functions under all hazards and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the County of Aroostook's missions, personnel, and facilities.

B. The overall purpose of continuity planning is to ensure the continuity of the essential functions under all conditions. The current changing threat environment and recent emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue their essential functions in an all-hazards environment and across a spectrum of emergencies. These conditions, coupled with the potential for terrorists' use of weapons of mass destruction, have increased the importance of having continuity programs that ensure continuity of essential functions across all levels of government.

II. SCOPE AND OBJECTIVES

A. This Continuity of Operations Plan applies to the functions, operations, and resources necessary to ensure the continuation of the County of Aroostook's essential functions in the event its normal operations in Caribou, Houlton and Fort Kent, Maine are disrupted or threatened with disruption. This plan applies to all County of Aroostook employed personnel. County of Aroostook personnel must be familiar with continuity policies and procedures and their respective continuity roles and responsibilities.

B. This document ensures the County of Aroostook is capable of conducting its essential missions and functions under all hazards and conditions, with or without warning.

III. SITUATION AND ASSUMPTIONS

A. According to the National Continuity Policy Implementation Plan, it is the policy of the United States to maintain a comprehensive and effective continuity capability. To that end, by continuing the performance of essential functions through a catastrophic emergency, the non-Federal Government entities support the ability of the Federal Government to perform National Essential Functions (NEFs), continue Enduring Constitutional Government, and ensure that essential services are provided to the Nation's citizens. A comprehensive and integrated continuity capability will enhance the credibility of our national security posture and enable a more rapid and effective response to, and recovery from, an emergency.

B. Further, continuity planning should be based on the assumption that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to continuity planning.

For Official Use Only

C. After review of the severity and probability of hazards that could impact Aroostook County facilities and infrastructure, the County will address the following hazards in its Continuity of Operations Plan.

1. Structure Fire
2. Hazardous Materials Release
3. Power Outage
4. Structural Collapse
5. Wind Damages
6. Computer Network Failure (Accidental or Malicious)

D. Aroostook County's facilities and infrastructure include:

Name of Facility	Resource(s) Housed	Location	Backup Power
Fort Kent Registry of Deeds	Registry of Deeds North Sheriff's Patrol Office Community Corrections	22 Hall Street, Fort Kent	15 kW Generator
Caribou Courthouse	Commissioners' Office District Attorney's Office Superior Court Community Services Facilities & IT Management Sheriff's Patrol Office Sheriff Transport Office Community Corrections	144 Sweden Street, Caribou	55 kW Generator
Emergency Management Office	Emergency Management	158 Sweden Street, Caribou	15 kW Generator
Houlton Courthouse	District Attorney's Office Registry of Deeds – S Registry of Probate Maintenance Supervisor	26 Court Street, Houlton	No
Aroostook County Jail	Jail & Jail Administration	15 Broadway, Houlton	35kW Generator
Sheriff's Office Building	Sheriff's Office Public Safety Dispatch MDEA	25 School Street	22kW Generator and 35 kW Generator
North Lakes Fire - Sinclair	Fire Station	414 Shore Road, Sinclair	Portable Hookup
North Lakes Fire – Cross Lake	Fire Station	3138 Caribou Road, Cross Lake	Portable Hookup
North Lakes Fire - Stockholm	Fire Station EMA Storage	1636 New Sweden Road, Stockholm	22kW generator
Sinclair Seniors Center	Local Shelter	Route 162, Sinclair	Portable Hookup

For Official Use Only

Public Safety Radio Shack - State Owned @ #9	1 Radio Repeater & UHF Links - ACSO	#9 Road, TD R2	25kW generator
Public Safety Radio Shack – PCT Owned @ Musquash	1 Radio Repeater & UHF Link - ACSO	Route 6, Topsfield	10 kW generator
Public Safety Radio Shack – Future Securities Owned @ Daigle	1 Radio Repeater & UHF Link - ACSO	Cemetery Hill Road, Fort Kent	7 kW generator
Public Safety Radio Shack – Fort Kent @ Charette Hill	1 Radio Repeater & UHF Link – AKEMA	Charette Hill, Fort Kent	7 kW generator
Public Safety Radio Shack – State Owned @ Cyr Mountain	1 Radio Repeater & UHF Link – AKEMA	Aspen Road, Madawaska	25kW generator
Public Safety Radio Shack – Van Buren Owned @ Recycling Center	1 Radio Repeater & UHF Link – AKEMA	Alexander Road, Van Buren	15 kW generator
Public Safety Radio Shack – Caribou Owned @ Fort Hill	1 Radio Repeater & UHF Link – AKEMA	Fort Hill, Caribou	5 kW generator
Public Safety Radio Shack – Houlton Owned @ Garrison Hill	1 Radio Repeater & UHF Link - AKEMA	Garrison Hill, Houlton	15 kW generator

IV. CONCEPT OF OPERATIONS

The County of Aroostook will implement this continuity plan through four phases: Preparedness, Activation and Relocation, Continuity Operations, and Reconstitution Operations.

A. PHASE I – Preparedness

The County of Aroostook will participate in preparedness activities to ensure County personnel can continue essential functions in an all-hazard environment. The County of Aroostook preparedness activities are divided into two key areas: Organization Preparedness and Staff Preparedness.

1. **Organization Preparedness:** The County of Aroostook preparedness incorporates hazard warning systems, which include fire alarm systems, National Weather Service (NWS) Weather Alert Radios, Computer System Alarms and notifications from the emergency management and emergency communications programs.
2. **Staff Preparedness:** County personnel will prepare for a continuity event and plan for what to do in an emergency. (It is recommended that personnel prepare at home in the event of a continuity incident that impacts the County of Aroostook operations.) Each department head will create and maintain continuity kits/procedures. Department personnel are responsible for carrying the kits to the alternate facility. The Kits should contain the equipment, materials, and information necessary to continue essential department functions at the alternate facility(ies).

B. PHASE II – Activation and Relocation

To ensure the ability to attain operational capability at alternate facilities and with minimal disruption to operations, the County will execute activation and relocation plans as described in the following sections.

1. Based on the type and severity of the emergency, the County of Aroostook Continuity Plan may be activated by one of the following methods:
 - a. The County Administrator may initiate continuity activation for any or all departments.
 - b. Each department head may initiate continuity activation for their department.
 - c. The Deputy for each department may initiate continuity activation for their department, in the absence of the department head.
2. Continuity Plan activation and relocation are scenario-driven processes that allow flexible and scalable responses to the full spectrum of all-hazards that could disrupt operations with or without warning and during work or non-work hours. Continuity Plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate.
3. The decision to activate the County of Aroostook Continuity Plan and related actions will be tailored for the situation and based on projected or actual impact and whether or not there is warning. To support the decision-making process regarding plan activation, key organization personnel will consider the following issues.
 - a. Is the functionality of the Facility or Infrastructure impacted?
 - b. Are personnel in danger?

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- c. Has the Incident Commander ordered an evacuation?
 - d. What is the duration of the functional impact on the Facility or Infrastructure?
4. Upon the decision to activate the Continuity of Operations Plan, the department head or deputy will notify all department personnel, as well as the County Administrator. The County Administrator will notify the County Commissioners. The County Administrator will notify all the other department heads. Should the County Administrator's office be non-functional, the Emergency Management Agency should be notified by the impacted department head and EMA will handle the appropriate notifications. Information should be passed to all other departments regarding the time of activation, the reason for activation, the location of the alternate facility and the means for communicating with the alternate facility.
5. Once the Continuity of Operations Plan is activated and personnel are notified, the Department Head or Deputy will oversee the relocation of continuity personnel and vital records to the Department's alternate facility.
- a. Emergency procedures during work hours will be implemented as follows:
 - i. Department personnel will depart to the designated alternate facility from the primary operating facility or current location using government and privately-owned vehicles.
 - ii. Visitors will be asked to leave the area by the safest means and routes. The Department Head should acquire the names of and accounts for all visitors.
 - b. During non-working hours, the Department Head will contact the County Administrator to discuss what continuity actions will be accomplished. The Department Head will notify all department personnel of what has been decided.
6. In the event of an activation of the Continuity of Operations Plan, the impacted Department(s) may need to procure additional equipment and materials that are not already in place for continuity operations. The County Commissioners maintain the authority for emergency procurement.

C. PHASE III – Continuity Operations

1. Upon activation of the Continuity of Operations Plan, the Department(s) will cease operations at the primary facility. At that time, essential functions will transfer to the alternate facility. The Department Head must ensure that the continuity plan can be operational within 24 hours of plan activation or the start of the next working period.
2. The Department Head or Deputy will be first to arrive at the alternate facility to prepare the site for the arrival of the department staff. Upon arrival at the alternate facility, the department personnel will:
- a. Ensure infrastructure systems, such as power and heating are functional.
 - b. Set up the necessary computer and communications equipment.
 - c. Notify the media and public that operations will continue at the alternate facility.
 - d. Report to their respective workspace.
 - e. Retrieve pre-positioned information and activate specialized systems or equipment.
 - f. Continue the Department(s)' essential functions.

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D. PHASE IV – Reconstitution Operations

1. When preparing to return to the primary facility, the Department Head(s) will initiate and coordinate operations to salvage, restore, and recover the Departments' primary operating facility after receiving approval from the County Administrator or Incident Commander to return.
2. During continuity operations, the Department Head(s) must determine the status of the primary operating facility affected by the event. Upon obtaining the status of the facility, the Department Head(s) will determine how much time is needed to repair the primary operating facility and/or acquire a new facility. This determination is made in conjunction with the County Facility Director and the County Administrator.
3. Reconstitution will commence when the Department Head(s) ascertains that the emergency has ended and is unlikely to recur. The following options may be implemented, depending on the situation:
 - a. Continue to operate from the alternate facility.
 - b. Reconstitute the primary operating facility and begin an orderly return.
 - c. Move to a new long-term operating facility.
4. The department head(s) will identify any records affected by the incident and report this to the County Administrator and any impacted State government entities.
5. The department head will conduct an After-Action Review (AAR) once back in the primary operating facility or in a new primary operating facility. All Department personnel will have the opportunity to provide input to the report. The AAR will address the effectiveness of the continuity plans and procedures, identify areas for improvement, and develop a remedial action plan as soon as possible after the reconstitution.

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. The following Department Heads are identified with continuity of operations responsibilities for their respective facilities and staff.

Department	Name of Head	Sub Agencies	Facility(s)
Commissioners' Office	Ryan Pelletier	Finance & Human Resources	Caribou Courthouse
Sheriff's Office	Shawn Gillen	Patrol Transport Community Corrections Dispatch	Sheriff's Office
Facilities & IT Management	Bryan Jandreau		Caribou Courthouse
Community Services	Paul Bernier		Caribou Courthouse
District Attorney	Todd Collins		Caribou Courthouse
EMA	Darren Woods		EMA Office

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Registry of Deeds – North	Amy Ouellette		Fort Kent Registry
Registry of Deeds – South	Melissa Richardson		Houlton Courthouse
Communications Center	Shawn Gillen		Sheriff's Office
North Lakes Fire	Darren Woods		Cross Lake Sinclair Madawaska Lake
Aroostook County Jail	Shawn Gillen		Houlton Jail
Registry of Probate	Darleen Guy		

B. During activation of the Continuity of Operations Plan, the Department Heads maintain responsibility for control and direction of their respective Departments. Should a Department Head become unavailable or incapacitated, the Department Deputy will assume responsibility. Should the Deputy not be available, the next most senior member of the Department shall assume responsibility.

Department	Department Head	Department Deputy	1 st Most Senior Person
Commissioners' Office	Ryan Pelletier		
Sheriff's Office	Shawn Gillen	Joey Seeley	
Facilities	Bryan Jandreau	Dan Bouchard	
Community Services	Paul Bernier		
District Attorney	Todd Collins		
EMA Office	Darren Woods	John Gibson	
Registry of Deeds – N	Amy Ouellette	Erin Labonte	
Registry of Deeds – S	Melissa Richardson	Wendy Holmes	
Communications Center	Shawn Gillen	Joey Seeley	
North Lakes Fire	Darren Woods	John Gibson	
Aroostook County Jail	Shawn Gillen	Craig Clossey	
Registry of Probate	Darleen Guy	Cindy Fowler	

VI. ADMINISTRATION, FINANCE AND LOGISTICS

Each Department Head shall be responsible for planning, equipping, training and budgeting their respective department for continuity operations. Emergency funding approvals will be determined by the County Administrator.

VII. PLAN DEVELOPMENT AND MAINTENANCE

The County EMA office is responsible to the County Administrator to periodically facilitate the update this County Continuity of Operations Plan. All Department Heads will be responsible for updating any and all information in this plan in relation to their department operations.

VIII. AUTHORITIES AND REFERENCES

The County Commissioners maintain full authority over all Department Heads, as authorized under State of Maine Statute, excepting the Sheriff, who has his own constitutional and statutory authority over his respective Department.

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- Title 37B, Chapter 13, Maine Revised Statutes Annotated (MSRA), the Maine Emergency Management Act, as amended.
- Public Law 920-81, the Federal Civil Defense Act of 1950, as amended.
- Public Law 100-707, Robert T. Stafford Disaster Relief & and Emergency Assistance Act.
- Continuity Guidance Circular 1, Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations), dated January 21, 2009.

ANNEX A – IDENTIFICATION OF ESSENTIAL FUNCTIONS

A. Essential Functions are a limited set of organizational functions or duties that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

1. Provide vital public services.
2. Exercise civil authority.
3. Maintain the safety of the general public.

B. This plan identifies the following organizational essential functions, which are listed by Department.

Department	Responsible Office	Functions/Duties
Commissioners' Office	Commissioners	<ul style="list-style-type: none"> • Financial Warrants • Municipal tax abatement appeals • Supervision of County Administrator • Certain Municipal Road Appeals
	County Administrator	<ul style="list-style-type: none"> • Serves as Chief Administrative Officer for the County • Administration of all county departments and offices controlled by the Board
	Human Resources	<ul style="list-style-type: none"> • Complete employee salary records • Oversee employee insurance benefits • Access to employee records
	Deputy County Admin of Finance	<ul style="list-style-type: none"> • County fiscal operations, payroll and accounts payable
Sheriff's Office	Patrol Division	<ul style="list-style-type: none"> • Law Enforcement functions within Aroostook County
	Communications	<ul style="list-style-type: none"> • Dispatching of the sheriff's office, emergency management, municipal rescue and ambulance services, municipal fire departments and municipal police departments
	Corrections Transport Community Corrections	<ul style="list-style-type: none"> • Detention facilities & transport • Transport prisoners • Supervise pre-trial inmates
Facilities & IT Management	Facilities & IT Director.	<ul style="list-style-type: none"> • Maintain all county facilities
Community Services	Community Services Director	<ul style="list-style-type: none"> • Develop and maintain and oversee service contracts with private contractors and municipalities to ensure basic services are provided to the residents within the Unorganized Territory
District Attorney	DA Office Support Staff	<ul style="list-style-type: none"> • Supports the office functions of the District Attorney's office

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Department	Responsible Office	Functions/Duties
Emergency Management Agency	Emergency Management Director	<ul style="list-style-type: none"> • Develop situational awareness and a common operating picture • Coordinate damage assessment • Coordinate disaster response and recovery operations • Establish a public information program • Coordinate and track status of emergency resources • Initiate the County emergency operations plan • Establish and staff an Emergency Operations Center • Support and deploy an Incident Management Assistance Team
Registry of Deeds, North and South	Registry of Deeds	<ul style="list-style-type: none"> • Record all documents and survey plans that affect property within the boundaries of the County • Scan all Deeds records • Prepare and maintain an index of buyers and sellers names so that the documents and maps may be found easily • Collect and disburse the real estate transfer tax • Send copies of deeds to the different towns to assist the tax assessors in updating their records
North Lakes Fire	Emergency Management	<ul style="list-style-type: none"> • Fire & Rescue responses within Sinclair, Cross Lake, Madawaska Lake, Square Lake & Mutual Aid Partners
Registry of Probate	Registry of Probate	<ul style="list-style-type: none"> • Adoptions, Guardianships, Conservatorships, Change of Names, Estates

C. The following are minimum alternate facility requirements for each Department to function at a continuity operational level:

Department	Square Footage	Workspaces	Phones	Computers	Printers/Scanners	# of Rest rooms	Copiers
Commissioners' Office	1100	7	7	7	1	1	1
Sheriff's Office	600	5	2	5	1	1	1
Facilities & IT Management	100	1	1	1	1	1	0
Community Svc	100	1	1	1	1	1	1
District Attorney	1600	4	2	2	1	1	1
EMA	1200	3	3	3	1	1	1
Deeds –North	700	2	2	2	1	1	1
Deeds – South	700	4	4	4	1	1	1

ANNEX B – ALTERNATE FACILITIES

A. All Aroostook County departments have identified and secured access to at least one alternate facility for the relocation of that departments mission essential functions. Alternate facilities are identified below.

Department	Alternate Facility(ies)	Contact Name	Contact Number	Support Agreement
Commissioners' Office	EMA	Darren Woods	493-4328	N/A
Sheriff's Office	Houlton Superior Court Building	Shawn Gillen	538-6185	N/A
ACSO Comm Center	EMA	Darren Woods	493-4328	N/A
Facilities & IT	Fort Kent Registry of Deeds	Bryan Jandreau	227-3538	N/A
Community Services	North Lakes Fire – Stockholm	Darren Woods	493-4328	
District Attorney	Presque Isle & Houlton Courthouses	Todd Collins	498-2557	N/A
Emergency Management Agency	North Lakes Fire – Stockholm	Darren Woods	493-4328	N/A
Deeds – North	Caribou Courthouse	Ryan Pelletier	493-3318	N/A
Deeds - South	Caribou Courthouse	Ryan Pelletier	493-3318	N/A

B. Alternate radio infrastructure issues and processes will be further described in Annex C.

C. Aroostook County Jail Evacuation Maps are in Annex F. An alternative location for prisoners is being worked on with the help of the Town of Houlton.

D. Dispatch Emergency Preparedness Plan is Annex G.

ANNEX C – COMMUNICATIONS

- A. The goal is for communications to be available within two hours of relocation to continuity facilities.
- B. The County of Aroostook has identified available and redundant critical communications systems that are located throughout the County Facilities and in various locations around the County. These communication systems are broken out into the following categories:

- Telephone (Landline, Cellular, Satellite, NAWAS, and GETS)
- Computer Network and Internet Connectivity (WiFi, Aircards, etc)
- Public Safety Radio

1. Telephone: All continuity facilities have VOIP telephone services and all Department Heads have government cell phones. However, there may not be as many available handsets at the continuity facility as there are at the primary operational facilities. Also, the continuity facility landline telephone numbers will need to be published.

Department	Primary Number	Office Cell Phone #1	Office Cell Phone #2	Alternate Facility Number
Commissioners' Office	493-3318	227-2822	493-3911	
Sheriff's Office	532-3471	538-6185	521-4158	
Facilities & IT Management	493-6305	227-3538		834-3925
Community Services	493-3318	227-5252		
District Attorney	498-2557	540-5313	764-5450	
EMA	493-4328	551-2502	551-2501	
Deeds - North	834-3925	834-6494	436-0782	
Deeds - South	532-1500	227-3538	227-6971	

2. Computer Network and Internet Connectivity: *The Facilities & IT Director, along with Oakleaf Systems, manages the Computer Network and Internet Connectivity. Information on back up storage is listed below.*

County of Aroostook PCs are automatically backed up daily with Iperius Backup software.

Commissioners' Office

-Electronic files are all stored on the local server and backed up daily. Back-up is done automatically to a server that is stored at the EMA building next door. E-mail is stored at Microsoft's server using Office 365.

District Attorney's Office

- Paper files could be replicated from original police reports at the respective PD's and from the original court filings within the court's documents. Most of the electronic documents related to specific cases are stored off site in Augusta. E-Mail is stored at Microsoft's server using Office 365.

Emergency Management & North Lakes Fire & Rescue

- Most files are electronic. Electronic files are backed up on laptop computers, and also synced with "One Drive" Microsoft product that is hosted at Microsoft Data Center. Files are also backed up on a removable hard drive located in the safe at the Caribou Courthouse. Our file server has a redundant

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hard drive that automatically backs up and will keep running if one of the two hard drives on the server fails. E-Mail is stored at Microsoft's server using Office 365.

Deeds

- North

-The day's data is backed-up daily, and is stored in an office desk on-site. (Data only, not images)

-A full annual backup (1960-present) is made by staff and stored off site locally in a safe. (Documents and maps)

-Data 1976 to present backup is stored at the Maine State Archives in Augusta

-Data 1975 back to 1846 backups (on film) is stored on-site in non-fire proof cabinets.

-Data 1975 back to 1846 back up is also going to be stored at the Maine State Archives.

- South

-The day's data is backed-up daily, and is stored in an office desk on-site. (Data only, not images)

-A full annual backup (1960-present) is made by staff and stored off site locally in a safe. (Documents and maps)

-Data 1976 to present backup is stored at the Maine State Archives in Augusta

-Data 1975 back to 1846 backups (on film) is also stored at the Maine State Archives in Augusta.

-There are plans to work with a Disaster Recovery Product service to provide additional off-site data storage

Community Services

- Most files are electronic. Electronic files are backed up on a removable hard drive that is stored off site with the Director. E-mail is stored at Microsoft's server using Office 365.

Facilities & IT Management

- Most files are electronic. Electronic files are in the location of the manager on his laptop except for the back-up copy that is kept on a memory stick located at the Caribou Courthouse. E-mail is stored at Microsoft's server using Office 365.

Sheriff's Office

- Most files are electronic. ACSO stores their files on Google Drive off site. Some files such as Crimetracker which is used by dispatch to track criminal history is currently backed up using a county owned off-site server. Additionally, the case files are backed up on a server located at the Caribou Courthouse. E-mail is stored at Microsoft's server using Office 365.

Registry of Probate

- Documents may be electronic filed at www.maineprobate.net or original paper filed. E-mail is stored at Microsoft's server using Office 365.

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3. Public Safety Radio: The Public Safety radio system is a combination of base stations, repeaters, microwave and UHF links, mobile stations and portable handhelds. Backup protocols are listed below:

Radio System/Facility	Backup Solution(s)
County Communication's Facility	1) County EMA Office 2) County EMA EOC Trailer
EOC Base Station Radio	1) Mobile Radio with Power Supply 2) Mobile Command Post 3) Mobile Repeater 4) Amateur Radio (2-Meter & UHF)
Radio Towers	1) 100 foot Mobile Radio Tower can be staged as a temporary solution at any of the current sites during a catastrophic event

- C. The County utilizes the following communications vendors:

Communication Medium	Vendor	24 hour contact
Landline Phones	Consolodated Communications	
NAWAS Phone System	Maine EMA	1-800-452-8735
Cellular Phone Service	U.S. Cellular & First Net	
Satellite Phone Service	Maine EMA	1-800-452-8735
GETS Cards	Dept of Homeland Security	
E-Mail Service Provider	Microsoft Office 365 – Oakleaf Systems	207-498-2510
Internet Service Provider	Consolodated Communications Inc.	207-992-9911
Information Technology	Bryan Jandreau	207-227-3538
Radio Pagers	Aroostook Tech, or RCM	AT 207-762-9321 – RCM 540-1544
Public Safety Radios	Aroostook Tech, or RCM	AT 207-762-9321 – RCM 540-1544
Microwave Radio Link System	Aroostook Tech, or RCM	AT 207-762-9321 – RCM 540-1544

ANNEX D – VITAL RECORDS MANAGEMENT

A. This section addresses the vital records management requirements needed to support Essential Functions during a continuity event. The identification, protection, and ready availability of vital records, databases, and hard copy documents needed to support essential functions during an emergency incident are critical elements of a successful continuity plan and program.

B. “Vital records” refers to information systems and applications, electronic and hard copy documents, references, and records, to include sensitive data, needed to support essential functions during a continuity event.

C. Within 24 hours of activation, County personnel at the alternate facilities should have access to the appropriate media for accessing vital records, including:

1. Access to the County electronic network
2. Backup copies of Electronic versions of vital records
3. Hardcopies of vital records

Department	Responsible Office	Vital Record	Form of Record
Commissioners' Office	Commissioners/ County Administrator	<ul style="list-style-type: none"> • Meeting Minutes/Warrents • Policies • Tax abatement appeals records 	<ul style="list-style-type: none"> • Electronic Files • Paper Copies
	Human Resources	<ul style="list-style-type: none"> • Personnel Records 	<ul style="list-style-type: none"> • Electronic Files • Paper Copies
	Deputy County Administrator of Finance	<ul style="list-style-type: none"> • Financial Records • Financial Data 	<ul style="list-style-type: none"> • Paper Copies • Electronic Files
Sheriff's Office	Patrol Division Investigation Corrections	<ul style="list-style-type: none"> • Crimetracker • Google Drive • E-Mail 	<ul style="list-style-type: none"> • Electronic Files • Paper Copies
Facilities & IT Management	Facilities & IT Manager	<ul style="list-style-type: none"> • Maintenance Records • Building Plans 	<ul style="list-style-type: none"> • Paper Copies • Electronic Files
Community Services	Community Services Director	<ul style="list-style-type: none"> • Unorganized Territory Contracts • E-911 Addressing 	<ul style="list-style-type: none"> • Paper Copies • Electronic Files
District Attorney	DA Office	<ul style="list-style-type: none"> • Case Files • Police Reports 	<ul style="list-style-type: none"> • Paper Copies • Electronic Files
Emergency Management Agency	Emergency Management Director	<ul style="list-style-type: none"> • EMA training/personnel records • Management Files • Computer Documents & Plans 	<ul style="list-style-type: none"> • Electronic Files • Paper Copies
Deeds	Registry of Deeds	<ul style="list-style-type: none"> • Deeds and property information for all of Aroostook 	<ul style="list-style-type: none"> • Electronic Files • Paper Copies
North Lakes Fire	Emergency Management	<ul style="list-style-type: none"> • Training & Personnel Files • Equipment and building maintenance files 	<ul style="list-style-type: none"> • Electronic Files • Paper Copies

Registry of Probate	Registry of Probate	• Legal Records	• Electronic Files • Paper Copies
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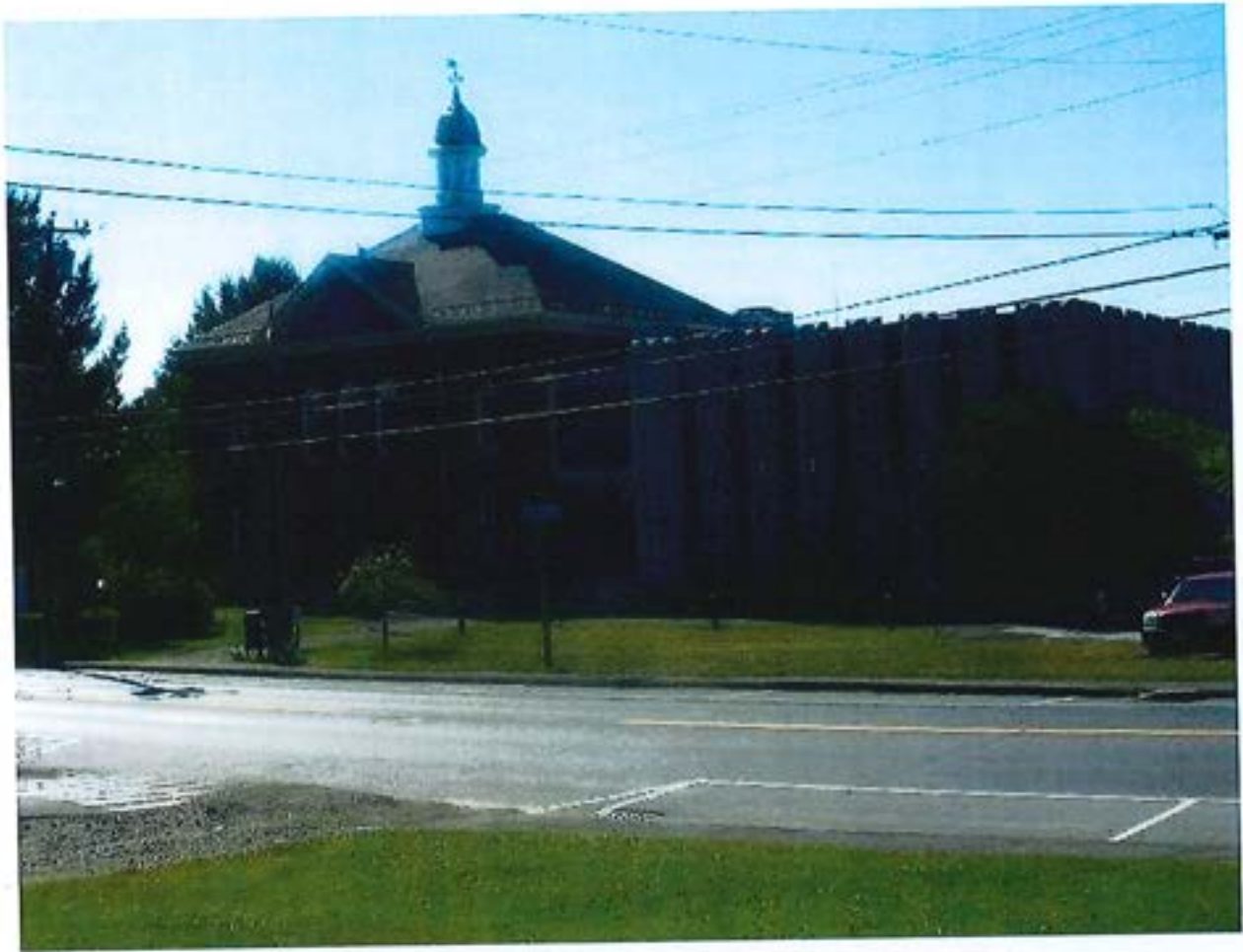
ANNEX E – REQUIRED SUPPORT

A. Family Care Plan: It is recommended that county staff who are necessary for continuity operations should have the following in place in order to support their family:

1. Adequate shelter and heat (especially during extended power outages)
2. Sufficient food and potable water
3. Sufficient amount of medications
4. Alternate means of communicating (especially during local phone outages)
5. Child care
6. Pet care

County of Aroostook

Continuity of Government Annex



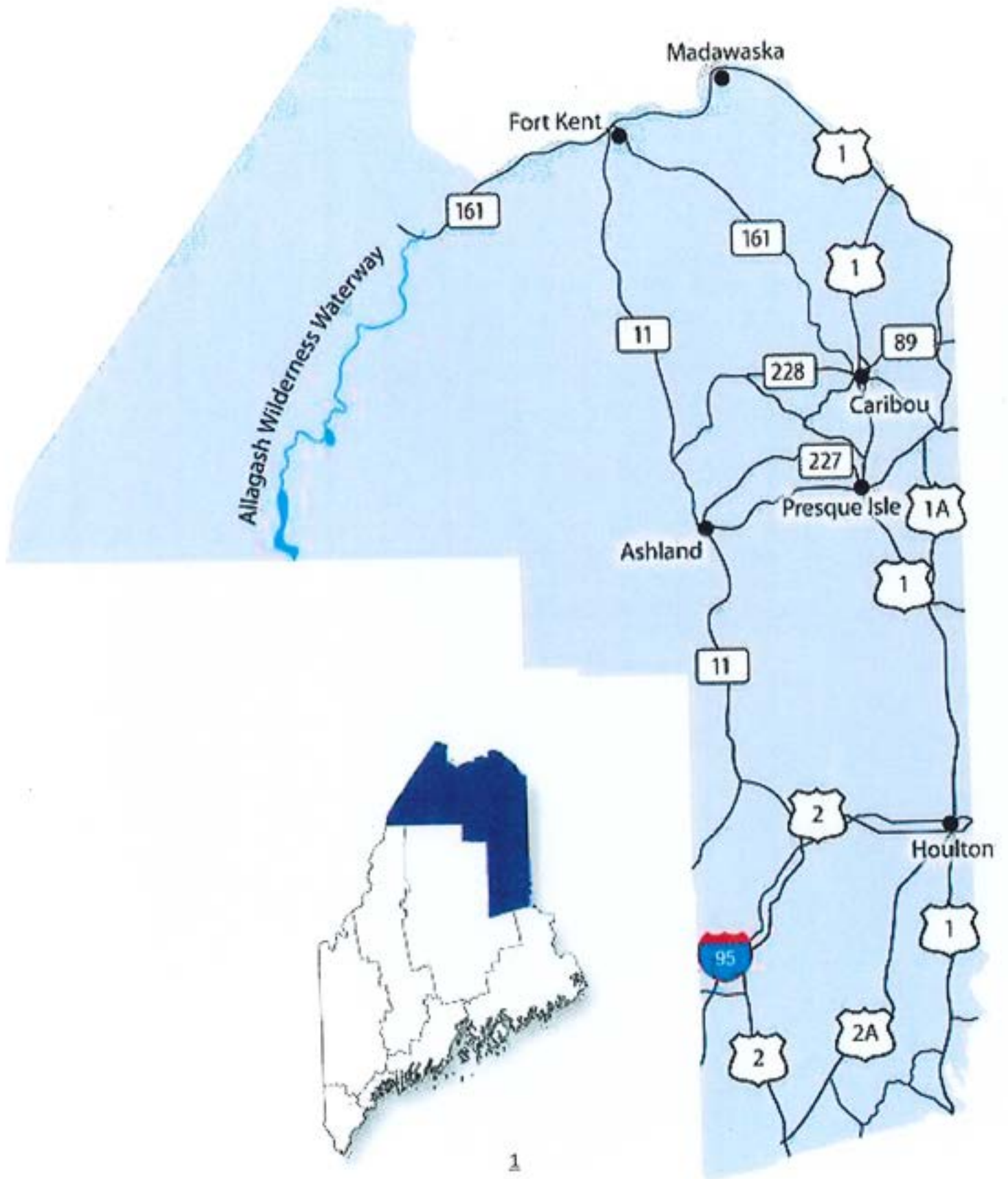
County of Aroostook
Continuity of Government Annex

The Aroostook County Emergency Management Agency will be responsible for the development and maintenance of the Aroostook County Continuity of Government Annex as part of its Emergency Operations Plan. This plan is in accordance with existing Federal and State statutes. It will be tested, revised, and updated as required. All recipients are requested to advise the Aroostook County Emergency Management Agency regarding recommendations for improvement.

The Continuity of Government Annex for Aroostook County has been reviewed and approved as part of the Aroostook County Emergency Operations Plan

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I. PURPOSE:

The purpose of this document is to outline how Aroostook County government will continue essential functions during and after an emergency. Continuity of government must be assured during an emergency situation.

II. Introduction

The county is divided into three districts with one commissioner elected from each district by all voters in their district. Commissioner terms are four years, and are staggered to ensure continuity of government.

The county has seven additional elected officials. These include the Sheriff, Treasurer, Judge of Probate, District Attorney, Register of Deeds – North, Register of Deeds – South, and Register of Probate.

This Continuity of Government Plan (COG) will assist the county in anticipating events and necessary response actions needed for the succession and delegation of authority.

III. Concept of Operations and Assumptions

Concept of Operations

- The operations of county government could be interrupted by a natural or man-made disaster or emergency.
- Some of the functions performed by the county are defined as "essential functions" and would need to be re-established and operational immediately.
- This annex covers continuity of operations for county government. Each community is responsible for its own continuity planning.

Assumptions

- The department head may not be available during a disaster or emergency. Each department therefore, must have a line of succession.

IV. Threats

Today's changing threat environment has increased the need to have continuity of government capabilities and plans. Planning for continuity of government and ensuring that county departments can continue to perform their essential functions under a broad range of circumstances is "good business." Essential functions are those that enable a department to provide vital services, exercise civil authority, maintain the safety of the general public, and sustain the economic base during an emergency. These functions must be continued in all circumstances and if interrupted, need to be operational again within 12 hours.

Threats to continuity of government in Aroostook County range from structure fire, to natural disaster, to man-made incidents including acts of terrorism.

The fact that county operations are somewhat dispersed lessens the opportunity for an individual or event to take down all county operations at one time.

A few of the most likely scenarios for harm to county operations appear to be one of the following:

- Flooding
- Wildland Fires
- Severe Winter Storms
- Severe Summer Storms
- Transportation Related Mass Casualty Incidents
- Hazardous Material Incidents
- Terrorism & Weapons of Mass Effect
- Utility Failures
- Structural Fire (At a County Facility)
- Earthquakes
- Disease & Epidemics

IV. Succession, Delegation of Authority

Note: Essential service functions, Communications, and Alternate Facilities are all addressed in the Continuity of Operations Plan that can be found listed as an Annex to the Aroostook County Emergency Operations Plan.

The following positions are the primary line of succession identified by each county department head. Many of the county departments have deputy positions that can fully assume the duties and responsibilities of the department head.

Table 1. Succession

Department	Department Head	Succession
County Commissioners' Office	County Administrator	This would be determined by an emergency meeting of the Board of Commissioners, where an interim administrator would be determined.
Sheriff's Office	Sheriff	Chief Deputy
Facilities	Facilities & IT Director	Administrative duties would be fulfilled by the County Administrator. Labor duties would be completed by current full time maintenance personnel.
Public Works	Public Works Director	Duties would be fulfilled by the County Administrator.
District Attorney's Office	District Attorney	Deputy District Attorney

Emergency Management Office	EMA Director	Deputy Director
North Lakes Fire & Rescue	Fire Chief	Deputy Fire Chief
Registry of Deeds (North and South)	Register	Deputy Register
Aroostook County Jail	Sheriff	Chief Deputy
Registry of Probate	Register	Deputy Register

All delegations of authority state specifically:

- The authority that is being delegated, including any exceptions.
- The limits of that authority.
- To whom the authority is being delegated (by title, not name.)
- The circumstances under which delegated authorities would become effective and when they would terminate.
- The successor's authority to re-delegate those functions and activities.

V. County Commissioner Vacancy

In the event of an unforeseen vacancy on the Board of County Commissioners, we would follow the State of Maine Statute listed below:

Title 30-A §63. Vacancies during other times

“When no choice is effected or a vacancy happens in the office of county commissioner by death, resignation, removal from the county, permanent incapacity or for any other reason, the Governor shall appoint a person to fill the vacancy. That person shall hold office until the first day of January following the next biennial election at which a person is elected to fill the office. [1995, c. 683, §4 (AMD).]”

In the case of a vacancy in the term of a commissioner who was nominated by primary election before the general election, the commissioner appointed by the Governor must be enrolled in the same political party as the commissioner whose term is vacant. In making the appointment, the Governor shall choose from any recommendations submitted by the county committee of the political party from which the appointment is to be made. [1995, c. 245, §3 (AMD).]”

COMMUNICATIONS

CHECKLIST

ACTIVATION

- _____ Alert communications staff, including the ARES/RACES team.
- _____ Determine if Communication Staff personnel needs are met.
- _____ Commence message log and Record Log
- _____ Operationally check each Radio.
 - _____ Law Enforcement _____ Emergency Management
 - _____ Public Works _____ Fire Department
 - _____ Emergency Medical Services _____ HAM Radio
- _____ Report any radio, telephone, or computer malfunctions noted for repair. Requests for Repair of malfunctioning communications equipment will be made by the EMA Director or in his absence by the EMA Administrative Secretary.

Two-way radios will be repaired by Aroostook Technologies or RCM in Presque Isle.

Requests for telephone and computer repairs will be made through the Aroostook County Facility & IT Director at 493-6305.
- _____ Inventory communications supplies.
- _____ Establish contact with the Incident Commander(s) and/or municipal EOC(s).
- _____ Establish contact with area Hospitals and the American Red Cross.
- _____ Transmit and receive Situation Reports, Damage Assessment Reports, and Requests for Assistance.
- _____ Complete message handling per the following SOP.
- _____ Record messages on the General Message form.
- _____ Track messages on the Message Log form.
- _____ Develop the Communications List.
- _____ Develop the Incident Radio Communications Plan.

COMMUNICATIONS

STANDARD OPERATING PROCEDURE (SOP) – MESSAGE HANDLING

A. General. All messages processed by the communications center are routed through the Communications Officer who maintains a master log of all communications. The Communications Officer retains a file copy of all messages for reference.

B. Outgoing Procedures.

1. Outgoing messages come from the EM Director to the Communications Officer with priorities assigned.
2. The Communications Officer assigns messages to the appropriate dispatcher for transmission.
3. All transmitted messages are recorded in the message log by the dispatcher. The messages will include date, time of transmission and message number.
4. One copy of the message is kept for filing in chronological order.

C. Incoming Procedures

1. Type or print messages on message forms.
2. Acknowledge all messages upon receipt.
3. Assign message number and record number with date and time received on the form.
4. Enter message number, date, time received, and sender on message log.
5. The Communications Officer reviews incoming messages for clarity before routing to the addressee and EM Director.

D. Message Priorities

1. Emergency - Life threatening situation. Immediate response required.
2. Immediate - Lives or property at risk. Respond as soon as emergency traffic has been processed.
3. Priority - Timely response required.
4. Routine - Routine day to day messages.

COMMUNICATIONS

INTERNATIONAL

ALFA
BRAVO
CHARLIE
DELTA
ECHO
FOXTROT
GOLF
HOTEL
INDIA
JULIETT
KILO
LIMA
MIKE
NOVEMBER
OSCAR
PAPA
QUEBEC
ROMEO
SIERRA
TANGO
UNIFORM
VICTOR
WHISKEY
X-RAY
YANKEE
ZULU

LAW ENFORCEMENT (APCO)

ADAM
BOY
CHARLES
DAVID
EDWARD
FRANK
GEORGE
HENRY
IDA
JOHN
KING
LINCOLN
MARY
NORA
OCEAN
PAUL
QUEEN
ROBERT
SAM
TOM
UNION
VICTOR
WILLIAM
X-RAY
YOUNG
ZEBRA

COMMUNICATIONS

EMERGENCY COMMUNICATIONS SYSTEMS DESCRIPTION

RADIO

Type	Purpose	Frequencies
Kenwood TS 480 HF	Back Up HF	Programmable
Kenwood TM D710	Back Up Two Meter	Programmable
Kenwood NX-5700HBF	Primary Base	All County Responders
Harris	MEMA – County EMA's	MSCOMM NET
Motorola PM 400	Back Up VHF	County Responders
Motorola PR400 (7)	Mobile	Programmable
ICOM 7300 HF	Back Up HF	Programmable

TELEPHONE

Organization	Location	Number
Aroostook County EMA/EOC	158 Sweden St., Caribou	493-4328
Aroostook County Admin. (Commissioner's Office)	144 Sweden St., Caribou	493-3318
Aroostook County Sheriff's Dept.	25 School St., Houlton	532-3471

NAWAS

Organization	Location	Priority
Aroostook County EMA/EOC	158 Sweden St., Caribou	Alternate
Aroostook County Sheriff's Department	25 School St., Houlton	Primary

COMMUNICATIONS

EMERGENCY TELEPHONE RESTORATION

During a wide-scale emergency, telephone service may be interrupted because of the effects of the hazard or as a result of telephone systems overload. If this happens, restoration of all services cannot be accomplished simultaneously. The local operating telephone company has established line load control and emergency restoration services based on procedures aimed at restoring essential service customers first.

COMMUNICATIONS

RADIO AMATEUR CIVIL EMERGENCY SERVICE (RACES) OPERATIONS

I. PURPOSE

To provide for the establishment and coordination of Amateur Radio Communications within the County Emergency Operations Center (EOC).

To augment and act as backup communications in the event normal communications circuits become overloaded or fail.

To augment existing communications circuits by establishing necessary communications links with other entities for overall coordination.

II. CONCEPT OF OPERATION

A. Notification and Mobilization

When the EOC Policy Group determines disaster response would be facilitated by the activation of the RACES Network, the County EMCOM (Emergency Communications) Officer or his deputy is notified to report to the County EOC and to activate the Aroostook ARES/RACES Team.

Additional ARES/RACES personnel are activated through ARES/RACES notification procedures.

ARES/RACES takes action to secure and make operable such communications equipment and supplies deemed necessary to carry out their assigned duties.

B. Emergency Communications Center (ECC)

The ECC is a component of the EOC. Its purpose is to provide primary and backup communications to support EOC operations.

Upon the activation of ARES/RACES, the Emergency Management Agency determines the need for supplemental ARES/RACES communications equipment and equipment operators within the ECC facility.

C. EMCOM/RACES Operations

The County ARES/RACES Officer or his deputy coordinates all ARES/RACES Communications and operations from the ECC with the EMA Communications Officer. S/he ensures that all necessary communications links are established and maintained and that the proper frequencies are utilized.

D. Continuity of Operations

The ARES/RACES operation within the ECC is capable of being operated continuously for the duration of the emergency/disaster. Staffing is maintained by the County ARES/RACES Officer as determined necessary by the Communications Officer for EOC operation.

III. ORGANIZATION

COMMUNICATIONS

A. Communications Official: The County ARES/RACES Officer, or his deputy, is the communications official assigned by the EMA Communications Officer to coordinate all Amateur Radio communications and operations in the ECC.

B. Task and Execution: The County ARES/RACES Officer or designee ensures that his staff is properly prepared through training, that adequate standard operating procedures exist and that resources are identified for task implementation. This Officer is responsible for executing the following tasks:

1. EOC Communications: The EOC is the central point for all County emergency response coordination services. Therefore, an ARES/RACES communications network is established, operated and maintained between operational organizations and the State EOC. These operations utilize authorized ARES/RACES communications frequencies.

2. Backup Communications: At the request of the County Communications Officer, ARES/RACES will provide backup communications for any County department that is an operational part of the Emergency Operations Plan, should their communications system become overloaded or fail. This will be done on a priority basis as determined by the EMA Director.

3. County/City Communications: At the request of the County Communications Officer, provides communications links between the State EOC and county/municipal EOC's to augment or backup existing links.

4. Additional Equipment Installation: The County provides necessary radio equipment and antenna installations in the EOC to permit operation on necessary RACES frequencies and a mobile communications trailer. The County provides space in the ECC for an assigned operator. ARES/RACES personnel install, maintain, and provide additional communications equipment as requested by the Communications Officer, including the EMA mobile communications trailer.

5. RACES Organization/Coordination: The County ARES/RACES Organization which will be part of the State RACES organization is coordinated by the appointed ARES/RACES County Officer or the designated Deputy ARES/RACES Officer with overall direction and control provided by the County EMA Communications Officer.

6. Test and Exercises: The ARES/RACES Organization conducts annual communications tests utilizing EMA and ARES/RACES equipment and personnel.

7. Federal Requirements: The Federal requirements for RACES operations are contained in the Federal Communications Commission (FCC) rules and regulations governed by Part 97 or Chapter 1 of Title 47 of the CODE of Federal Regulations as amended: Section 97.161 through 97.193.

8. State Requirements: Requirements for participation in the State RACES program are the successful completion of the FEMA Independent Study course, "Emergency Management U.S.A." (IS-2) and possess a Amateur Radio License, Technician Class or higher.

9. Message Forms: All radio messages handled by RACES during any activation are recorded on or read from the Message Form provided by the EMA office.