

MEWARN Operational Plan

Maine Water/Wastewater Agency Response Networks (MEWARN) Mutual Aid/Assistance Operational Plan

Version Control #4

Date: February 6, 2013

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Record of Changes Form

Changes to this document are expected due to lessons learned, changes in protocols, and/or modification to the MEWARN Agreement. Designated authors follow these procedures when making updates/changes to this Operational Plan:

1. Record updates/changes on the log below. (Add new pages as needed.)
2. The MEWARN Steering Committee electronically advises all Member utilities and Associate Members when approved updates have been made and are available on the MEWARN Web Site at www.MEWARN.org.
3. Member utilities replace old pages with current pages and destroy outdated material.

Change Number	Date of Change	Section #, Header and Page #	Brief Description of Change	Approved by
1	6/11/08	Sec 1	First revision to Section 1	
2	7/18/08	Sec 2	First rev to Sec 2 by T. Bahun	
3	11/3/08	Sec 1	Revisions from 7/31/08 Steering Committee Workshop	
4	11/3/08	Sec 2	Second rev to Sec 2 by T. Bahun	
5	11/13/08	Sec 1-6	Revisions from 11/7/08 Steering Committee Meeting	
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7	12/15/08	Sec 7-10 Attachments A – N	Revisions by T. Bahun from 12/5/08 Steering Committee Meeting	
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11	4/16/09	Pg. 3, 17, 19, 21, 25, 27, 29 & 39	Minor wording edits, additions and subtractions	MEWARN Steering Committee voting members on 4/16/09

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12	10/03/12	<p>Pg. 2 & 29 (Section 9)</p> <p>Pg. 26 (Section 7)</p> <p>Attachments G & H</p> <p>Attachment L</p> <p>Attachment M</p>	<p>Version Control #3</p> <p>Corrected section references and updated references and hyperlinks to FEMA online training.</p> <p>Added procedure to download MEWARN Resource List & Membership List.</p> <p>Revised Incident Briefing and Incident Objectives Forms with directions on how to complete.</p> <p>Removed “MEWARN Response Team logs critical actions taken during its shift.”</p> <p>Updated list of County EMA Directors.</p> <p>Revisions by T. Bahun & R. Lussier.</p>	<p>MEWARN Steering Committee voted to accept on 10/03/12</p>
13	1/29/13	<p>Pg. 4 (Section 1)</p>	<p>Version Control #4</p> <p>Figure 2: Elements of the MEWARN Organizational Structure revised to include the six (6) Region Chair regions</p> <p>Revision by T. Bahun</p>	<p>MEWARN Steering Committee voted to accept on 02/06/13</p>

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List of Acronyms

AGC Maine = Associated General Contractors of Maine
AWWA = American Water Works Association
BLS = Maine Bureau of Labor Standards/SafetyWorks
DEP = Maine Department of Environmental Protection
DOC = Department Operations Center
DWP = Maine Drinking Water Program
EMAC = Emergency Management Assistance Compact
EOC = Emergency Operations Center
ERP = Emergency Response Plan
ESF = Emergency Support Function
FEMA = Federal Emergency Management Agency
HSPD = Homeland Security Presidential Directive
IAP = Incident Action Plan
IC = Incident Command
ICS = Incident Command System
MAAOP = Mutual Aid/Assistance Operational Plan
MEMA = Maine Emergency Management Agency
MEWARN = Maine Water/Wastewater Agency Response Network
MPUC = Maine Public Utilities Commission
MRWA = Maine Rural Water Association
MWUA = Maine Water Utilities Association
MWWCA = Maine Wastewater Control Association
NIMS = National Incident Management System
OSHA = Occupational Health and Safety Administration

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PA Program = Public Assistance Program

RCAP = Rural Community Assistance Partnership

U.S. DHS = U.S. Department of Homeland Security

U.S.EPA = U.S. Environmental Protection Agency

USACE = U.S. Army Corps of Engineers

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Introduction

Mutual aid and assistance agreements such as The Maine Water/Wastewater Agency Response Networks (MEWARN) help local jurisdictions better handle an incident that requires resources beyond the capability of local utility resources. The MEWARN Agreement identifies the administration of the program, describes how to access mutual aid/assistance, specifies how to reimburse for the use of resources, and authorizes the creation of a MEWARN Mutual Aid/Assistance Operational Plan. While the MEWARN Agreement is the legal instrument authorizing the exchange of resources, the MEWARN Mutual Aid/Assistance Operational Plan describes how to implement the Agreement. The MEWARN Mutual Aid/Assistance Operational Plan is the operational extension of the agreement and outlines the procedures that need to be in place to make the MEWARN Agreement work. In other words, the Operational Plan provides the “game plan” for how to implement the MEWARN Agreement. The AWWA Resource Typing Manual identifies the type of players who execute the “plays” and provides details on 24 types of water sector resource teams and supporting guidance. All three of these documents inter-relate and support the mission to address local emergencies. As a result, other job aids may be developed to help direct the implementation of the Operational Plan.

Figure 1 shows how Member utilities activate the Agreement by following the Operational Plan and illustrates that Resource Typing is integral to requesting Mutual Aid/Assistance. Exercising the Operational Plan, Resource Typing, and other job aids ensure the functionality of the MEWARN system.

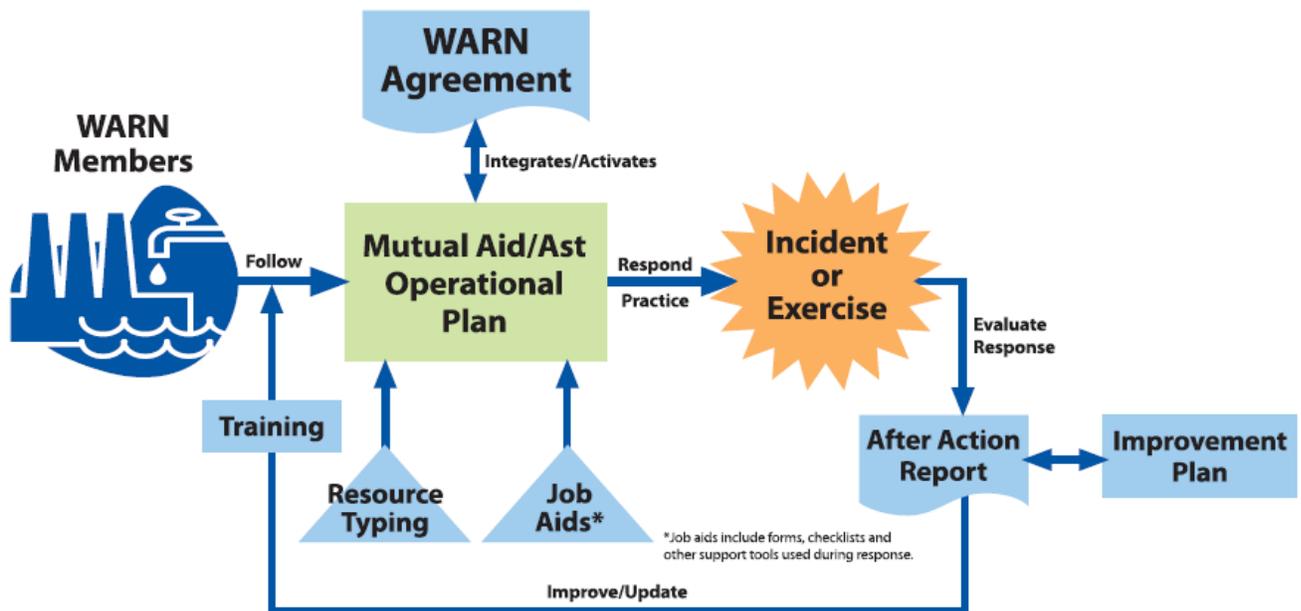


Figure 1: Member utilities follow the MEWARN Operational Plan to activate the MEWARN Agreement

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The MEWARN MAAOP describes how mutual aid/assistance for the water sector may evolve. The MEWARN Steering Committee includes utility members and associate (non-utility) members. DWP, DEP, MEMA, MRWA, MWUA, MWWCA, RCAP, and local utilities are included in the Steering Committee. The MEWARN Steering Committee is responsible to share with and educate utility and associate members on how to use the current or updated Operational Plan. It is the utility and associate member’s responsibility to integrate this Operational Plan into their respective emergency response or emergency operations plans. Descriptions of this Operational Plan and current and recommended training do not replace other regulated trainings, such as that required for hazardous materials response.

What is the Purpose of a MEWARN Mutual Aid/Assistance Operational Plan?

The MEWARN Mutual Aid/Assistance Operational Plan is designed to be an instructional guide describing the use of the MEWARN Agreement and the coordination of resource flow. It is not designed to be a command and control element outside of the emergency management system, rather a coordination tool within the emergency management system and specialized water sector resources. The MEWARN Operational Plan facilitates the integration of Member utilities before, during, and after an incident, including addressing those actions that occur prior to a formal emergency declaration. The MEWARN Operational Plan describes how to sustain operations throughout the emergency and into recovery. Specifically, the MEWARN Operational Plan:

- Describes non-emergency responsibilities
- Provides a concept of emergency operations
- Provides a general set of procedures for activation of the MEWARN
- Provides a general set of procedures for mobilization of MEWARN Member utilities
- Provides a general set of procedures for MEWARN coordination
- Describes documentation and forms for the MEWARN standard reporting formats
- Describes communications tools for MEWARN Member utilities
- Describes a general set of procedures for writing an after action report and improvement plan
- Describes training, exercises, and update procedures for the Operational Plan

A secondary purpose of the Operational Plan is to know, understand, and use the AWWA Resource Typing Manual.

How is the MEWARN Operational Plan Organized?

The MEWARN Operational Plan is divided into 10 sections and supporting attachments. The content and use of each are summarized in Table 1. Notably, Sections 3, 4, 5, 6, 7 and 10 (the shaded sections below) provide instructions for the MEWARN Member utilities during an emergency.

Table 1. Sample Operational Plan: Content and Purpose by Section

Section	Content	For use by:	When it is used:
1.	MEWARN Non-Emergency Responsibilities and Structure	Staff responsible for administrative and preparedness activities	Non-emergency
2.	Concept of Operations	Staff planning and establishing MEWARN operations prior to an emergency	Non-emergency
3.	MEWARN Activation	Member utilities requesting assistance and Member utilities responding to requests	During MEWARN activation
4.	MEWARN Member Mobilization	Member utilities responding to requests	During MEWARN activation
5.	MEWARN Coordination	Member utilities helping to coordinate the MEWARN Member’s response during an	During MEWARN activation

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Section	Content	For use by:	When it is used:
		emergency	
6.	MEWARN Documentation	Member utilities requesting assistance and Member utilities responding to requests	During MEWARN activation
7.	MEWARN Communication Tools	Member utilities requesting assistance and Member utilities responding to requests	During MEWARN activation
8.	After Action Report and Improvement Plan	Staff responsible for post-incident activities	Non-emergency
9.	Training, Exercise, and Updates	Staff responsible for preparedness activities	Non-emergency
10.	Attachments A - N	Attached are supporting documents, checklists, and forms used in response to an emergency	During and after MEWARN activation

Assumptions

Several key assumptions form the basis of this document and implementation procedures for each MEWARN:

- **Emergency Response Plans are in place.** While utility specific “All Hazards” Emergency Response Plans (ERPs) are not within the scope of this document, the MEWARN encourages all utilities to develop or update an ERP. With the development of the National Incident Management System (NIMS), ERP updates include how the utility uses the Incident Command System (ICS), how the utility integrates with its local emergency management and response agencies, and how the ERP addresses vulnerability assessments, if they are also completed.
- **Employees are trained according to ERP, ICS, and NIMS.** In order to respond to all emergencies, member utilities provide practical employee training regarding the utility ERP, ICS, and NIMS. Additional training on how to use mutual aid/assistance resources ensures the ability to coordinate response with outside agencies. Section 9 of this document includes a list of recommended NIMS and ICS training.
- **Utilities have signed a single, statewide omnibus MEWARN Agreement.** The MEWARN Agreement establishes the foundation of MEWARN and serves as the legal instrument authorizing the request for mutual aid/assistance, provides a mechanism for reimbursement, identifies the legal protection and immunities for employees and for use of resources, and establishes eligibility for possible federal reimbursement of expenditures associated with mutual aid/assistance.
- **MEWARN is coordinated with local, state and federal agencies authorities/agencies.** Coordinated response and access to restricted areas relies on communication between the MEWARN and the following groups or organizations:
 - Public & Private Water & Wastewater Utilities
 - Maine County Emergency Management Agencies
 - Maine Emergency Management Agency (MEMA)
 - State of Maine Drinking Water Program (DWP)
 - State of Maine Department of Environmental Protection (DEP)
 - Maine Public Utilities Commission (MPUC)
 - Maine Bureau of Labor/SafetyWorks (BLS)
 - Occupation Safety and Health administration (OSHA)

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The relationship between the MEWARN, state and local agencies, and utilities, is defined by the agreement and documented in the Operational Plan. Exercising the MEWARN with the Member utilities and other response agencies increases the chance of success in responding to an incident with MEWARN.

SECTION 1: Non-Emergency Responsibilities

MEWARN Member utilities plan and prepare for a real incident prior to responding. Likewise, the Steering Committee relies on membership involvement to help organize the activities, plans, and resources to ensure operability of the MEWARN. The following diagram identifies the relationship of the steering committee, its officers, the member utilities, subcommittees and state regions (noted by the dashed boxes)

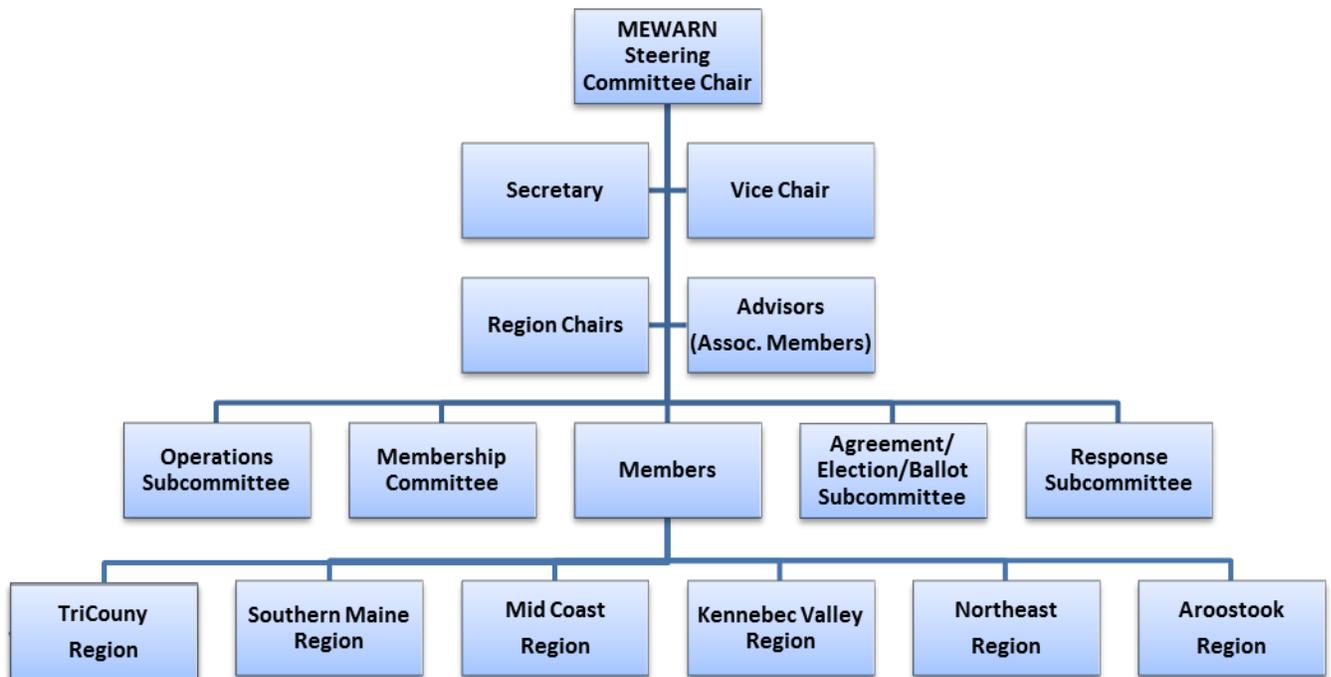


Figure 2: Elements of the MEWARN Organizational Structure

Member Utility

A Member utility may be any public or private water or wastewater utility that signs the MEWARN Agreement. The MEWARN encourages Member utilities to participate in the annual meeting, trainings, and other activities. Member utilities are eligible to participate in committee activities to support the MEWARN. Member utilities can participate in more than one committee activity. The Member utility identifies an Authorized Representative and alternates to manage its participation in MEWARN and response to possible incidents.

Member utilities vote to elect Region Chairs. Member utilities also vote on updates to the Agreement and other topics related to the operations of the Agreement. Each member has one vote. A utility that operates both water and wastewater services has one vote. A private utility with multiple service locations also has just one vote (in relation to one decision-making board).

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Pre-emergency responsibilities for Member utilities include:

- Identify an Authorized Representative and alternates who are responsible for:
 - Activating the MEWARN system,
 - Authorizing the deployment of resources, and
 - Acting as the lead representative for communications and functions for their utility.
- Provide the MEWARN with contact information for their Authorized Representative.
- Provide the MEWARN with database information for their utility in accordance with their policy and following the AWWA Resource Typing Manual. Print a hard copy of the MEWARN database every six (6) months or after significant updates to ensure the information is available when a power loss disrupts computer access.
- Update the contact and other database information every six months or as changes occur.
- Ensure employees are trained according to the current NIMS guidance and complete relevant training requirements as appropriate.
- Identify procedures for how or when the Authorized Representative may request or send mutual aid/assistance.
- Clarify reporting and coordination procedures with the local emergency management officials.
- Volunteer to support the pre-emergency organization of the MEWARN system, as available.
- Attend MEWARN trainings and general meetings.

Steering Committee

The Steering Committee members are elected by MEWARN Member utilities. Under the leadership of the Steering Committee Chair (referred to as the MEWARN Chair), the Steering Committee is responsible for the following actions:

- Organize and coordinate emergency planning and response activities for the MEWARN
- Encourage the active participation of Member utilities
- Establish regular meeting schedules to maintain continuity
- Maintain communication with Member utilities regarding updates, changes, or modifications to the MEWARN system
- Maintain the operational capability of the MEWARN Agreement
- Represent the membership when engaged in meetings, discussions, and consultations with other associations, states, and local agencies

The Steering Committee may consist of:

- Steering Committee Chair
- Vice Chair
- Secretary
- Region Chairs
- Advisors
- Subcommittee Chairs

Steering Committee members must be trained to the IS-700 (NIMS) level and the ICS-100, ICS-200 and ICS-300 levels (Utility Management Level).

The Steering Committee members meet quarterly or by special meeting.

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Steering Committee Chair

The Steering Committee Chair is elected by the members of the MEWARN Steering Committee. The Region Chairs (elected by the local member utilities) and the Committee Chairs (optional) elect the Steering Committee Chair who is responsible to:

- Represent the MEWARN Member utilities to MEMA, DWP, and DEP in emergency planning matters
- Preside at all duly constituted meetings of the membership
- Act as the Executive of the Steering Committee and an ex officio member of all standing committees

Vice Chair

The Vice Chair is elected by the members of the MEWARN Steering Committee. The Vice Chair performs duties as assigned by the Chair. During a temporary absence of the Steering Committee Chair, the Vice Chair provides direction to the MEWARN Steering Committee. In case the MEWARN Steering Committee Chair retires, resigns, or experiences a long-term absence, the Vice Chair acts in place of the Chair until the MEWARN Steering Committee elects a new Chair.

Secretary

The Chair appoints the Secretary, who is responsible to record proceedings at all meetings of the Steering Committee, and:

- Edit and publish any official administrative publications for the Steering Committee
- Receive and maintain a file of notes and records for the Steering Committee and subcommittees
- Send official messages approved by the Chair to members – either directly or through the Region Chairs
- Perform other administrative duties as assigned

Region Chairs

MEWARN state regions may be created if necessary and may align with or overlap the Maine Emergency Management Agency, Maine Drinking Water Program or Maine Department of Environmental Protection. Member utilities nominate and elect Region Chairs from the same state region and who are responsible to:

- Represent Member utilities of the identified region on the Steering Committee
- Attend MEWARN Steering Committee meetings
- Vote on matters pertaining to the operation and management of the MEWARN
- Coordinate regional activity with MEMA and other agencies
- Assist with the preparation of the annual meetings and trainings

Advisors

As noted in the AWWA Utilities Helping Utilities Sample MEWARN Agreement, Associate Members sit on the MEWARN Steering Committee as Advisors. An Associate Member, also known as an Advisor, is any non-utility MEWARN participant that provides a support role to the MEWARN program on the Steering Committee, but does not sign the Agreement. Associate Members may include the following:

- Professional water and wastewater sector association representatives:
 - MRWA
 - MWUA
 - MWWCA
 - RCAP
- DWP
- DEP
- MEMA

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- U.S. EPA Region 1
- AGC Maine

Advisors attend MEWARN Steering Committee meetings and participate in MEWARN activities. Depending on the level of activity of the Associate Member, she or he may be elected as the Chair, or appointed Vice Chair or Secretary. As Advisors, these members do not vote on MEWARN actions, but do provide input.

Typical Subcommittees

Subcommittees include:

- Operations (standing)
- Membership (ad-hoc, as needed)
- Ballot (ad-hoc, as needed)
- Response (standing)

Additional subcommittees may be appointed to address such issues as Web content or training and exercises. MEWARN Member utilities and Associate Members may participate in one or more subcommittees. The Steering Committee approves the creation of and membership in the subcommittees.

Operations Subcommittee

To comply with the MEWARN Agreement to create an operational plan, the MEWARN Steering Committee may identify a group of Member utilities to create an Operational Plan to ensure the MEWARN is ready to respond. This “standing subcommittee” focuses on procedures and materials designed to manage and improve the operations of the MEWARN. The committee is responsible to:

- Maintain the MEWARN Mutual Aid/Assistance Operational Plan
- Identify a process for how the Steering Committee will approve and authorize the publication of the Operational Plan as well as its distribution through the Steering Committee Chair.
- Maintain contact with local, regional, and Maine Emergency Management Agency, Maine Drinking Water Program and Maine Department of Environmental Protection representatives
- If the MEWARN maintains a database, provide recommendations on how to manage Member utility contact data and resource lists
- Lead regular Member utility training to maintain familiarity with the operations of the Agreement
- Conduct an “after action review” of the MEWARN system operations following each emergency and make recommendations for improvement

Response Subcommittee

Member utilities who are not affected by the emergency allow trained staff to leave their unaffected home utility to staff a central coordination center to help manage the MEWARN Member(s) response. Based on the circumstances of the emergency, this “MEWARN Response Team” may be located at the State or a County Emergency Operations Center, a MEWARN Member utility facility, an independent operations center, or virtually as a decentralized operations center. In general, this subcommittee takes what the Operations Subcommittee has prepared and ensures volunteers are ready to respond in the event of MEWARN activation. The NIMS concept of mutual aid/assistance discourages “self-dispatching” of resources to an emergency. In order to ensure coordinated response among the MEWARN Member utilities and avoid “self-dispatch,” each MEWARN may consider training Response Team Members who would be willing to help coordinate the MEWARN system response during an emergency. The subcommittee personnel complete training on the following documents and programs:

- MEWARN Mutual Aid/Assistance Operational Plan
- FEMA Emergency Management Institute Independent Study courses (recommended series of NIMS and ICS training can be found in Section 9)

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- State operational activities
- Emergency Management Assistance Compact (EMAC)
- National Response Plan
- FEMA Public Assistance Program

Because of the responsibilities of this group, the MEWARN may consider this to be a regular standing subcommittee.

Membership Subcommittee

If the MEWARN is seeking to increase its membership, the MEWARN may decide to create a Membership Subcommittee which is responsible to:

- Develop and/or maintain marketing or informational materials for outreach purposes
- Conduct informational outreach at professional association conferences and workshops to ensure presentation of the MEWARN concept
- Recruit new Member utilities
- Maintain contact with Member utilities to ensure utility information is regularly updated

Agreement/Elections/Balloting Sub Committee

There are generally two reasons for an election or a vote: first, when Region or Steering Committee members are elected to their positions; and second, when updates to the Agreement require a vote. The Steering Committee identifies when elections or ballots are required. This optional subcommittee may be called upon to distribute and collect ballots in order to:

- Vote on updates to the MEWARN Agreement
- Vote on election of Region Chairs, Steering Committee members, or MEWARN Chair

Each Member utility has one vote. Associate Members do not vote. Notice of a ballot and rules of the ballot process are sent to the Authorized Representatives of Member utilities a month in advance of the voting deadline. Ballots may be in electronic or written form, and collected at either an identified meeting or by fax or e-mail, as determined by the Steering Committee. In the absence of an ad-hoc Elections/Ballot Subcommittee, the Steering Committee Chair may designate a Member utility to manage the election/ballot process.

Following an event, or every five years, (whichever is soonest) the subcommittee may accept comments on the agreement from Member utilities. Two appointed legal representatives from Member utilities may review the suggestions to determine the impact on the agreement. Based on review of the impacts, the Steering Committee will determine whether to submit the changes for a vote to the members. An announcement of the proposed changes will be made to the Member utilities and will be submitted along with a ballot and deadline for a vote. Results of the vote will be shared with the Member utilities. Member utilities not in agreement with the changes may determine whether to continue with the MEWARN program.

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SECTION 2: Concept of Emergency Operations

MEWARN Relation to Local and State Response

The relationship between MEWARN and the local and state emergency response system is critical. This Operational Plan and other NIMS concepts enable local jurisdictional authorities to benefit from standard practices and frameworks. According to NIMS, local jurisdictions retain command, control, and authority over response activities for their jurisdictional areas¹. Incidents typically begin and end locally and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. Local jurisdictions also have flexibility to adjust the scale and scope of their response to the emergency.

The following is a list of the emergency responsibilities and levels of response that may be part of a MEWARN mobilization. The cumulative activities mirror those described in the NIMS Multi-Agency Coordination System (MACS) Group process (for more information on MACS, see Section 9: Training, Exercise, and Updates). Linkage to the MACS and local emergency response groups is presented in following subsection, "Response Consideration by Agency". Emergency management agencies may modify the process described below as agencies recognize the need to change and adapt incident management and emergency response for an incident, due to changes in scope and/or scale over time.

Depending on the size of the emergency, all levels of response described below may not be needed every time the MEWARN is activated. All emergencies are local. If the resource needs can be addressed by one utility calling another, that may be all that is needed. In this case, communication with the MEWARN Steering Committee is suggested so that the Steering Committee is aware that resources were requested. In emergencies that affect more than one locality, coordination at the county level may be necessary. In an emergency that affects multiple counties, coordination at the state level may be necessary.

Agent:

Utility Field
Personnel

Responsibility:

- These are the utility employees in the field responding to an emergency.
- Homeland Security Act of 2002 (P.L.107-296) and Homeland Security Presidential Directive (HSPD) 8 identifies local utilities as first responders.
- As first responders, utility employees in the field are trained and function within the Incident Command System (ICS).
- Field personnel report to their respective employer utility while coordinating response with local emergency response agencies (e.g. law, fire and rescue, emergency medical, etc.). This is known as unity of command in ICS.

Utility
(Private or Public)

- Public utilities can either be part of a city or county agency, or they can be an independently governed special district, not affiliated with a city or county. Public utilities comply with specific requirements, including the use of NIMS, to be eligible for federal preparedness grants.
- Private utilities are generally investor owned and operated. While private utilities are not required to comply with NIMS, most choose to follow NIMS protocols as a best practice approach.
- If the local utility is a city or county department or work unit, the utility may establish a department operations center (DOC) and/or report directly to the appropriate city or county Emergency Operations Center (EOC).
- Special districts or independent utilities may activate an agency EOC, and/or

¹ Page 12. Draft National Incident Management System. April 2007.

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Agent:

Responsibility:

- depending on the number of cities or counties served, the utility may directly report to or participate with a city, county, or State EOC.
- | | |
|------------------------------|---|
| Local Government
(Cities) | <ul style="list-style-type: none">• Depending on the size and complexity of an emergency, local governments may operate EOCs to coordinate resources and manage operations within the jurisdiction.• Local Governments may assist the local utility with the emergency, provided that local resources and supplies are available and that Local Government response resources are available and can be dedicated to this responsibility.• If necessary, the city may request State and County emergency management assistance. |
| County
Government | <ul style="list-style-type: none">• Typically led by County management, a County EOC may be activated to coordinate the emergency response actions of all jurisdictions within the boundary of the County.• Upon request or when response to disruption of local drinking water or wastewater systems becomes a priority for the County, staff may be identified to help coordinate County resources to assist cities, special districts, and local utilities.• If necessary, the County may request State assistance. |
| MEWARN | <ul style="list-style-type: none">• Designated MEWARN representatives may sit in the County and/or State EOC to facilitate information flow from damaged utilities, identify utility mutual aid/assistance resources, and coordinate response.• If the MEWARN representatives do not sit in the State EOC, the MEWARN representatives may meet at a designated facility, a member utility's DOC, or at the County and/or city EOC to help coordinate MEWARN member utility mutual aid/assistance response.• Depending on the organizational plan, when in a city, County, or state EOC, the MEWARN representatives could be seated in the Operations Section, Planning Section, Response Coordination group, or another designated reporting location. |
| State Government | <ul style="list-style-type: none">• As needed, the State coordinates state and regional resources to assist the Counties.• Typically led by State management, a State EOC may be activated to coordinate the emergency response actions of all jurisdictions within the State.• Upon request or when response to disruption of local water distribution becomes a priority, staff from the Maine Drinking Water Program and the Maine Department of Environmental Protection may be identified to help coordinate State resources to assist counties, cities, special districts, and local utilities.• As needed, the State may request assistance from the National Guard, Maine Drinking Water Program, the Maine Department of Environmental Protection, other states (through EMAC), or federal government agencies. |
| Federal
Government | <ul style="list-style-type: none">• Upon request, or when local drinking water or wastewater system disruption necessitates federal assistance, the Federal Emergency Management Agency (FEMA) coordinates federal emergency response resources through Emergency Support Function #3 (ESF #3), Public Works and Engineering. As the ESF #3 primary agency, the U.S. Army Corps of Engineers (USACE) is responsible for |

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Agent:

Responsibility:

coordinating supplemental assistance to state and local jurisdictions via the State.

- As a support agency to ESF #3, the U.S. EPA works closely with USACE and FEMA. U.S. EPA is the lead federal agency responsible to support the water sector as detailed in HSPD-7.
- Federal emergency response resources may also be coordinated through ESF #10 (Oil and Hazardous Materials Response) where EPA is responsible for decontamination of water infrastructure and ambient water quality.
- ESF #8 (Public Health and Medical Services), in coordination with ESF #3 and ESF #10, may assist in assessing potable water, wastewater, solid waste disposal, and other environmental health issues; conducting field investigations, including collection and laboratory analysis of relevant samples; providing water purification and wastewater/solid waste disposal equipment and supplies; and providing technical assistance and consultation on potable water and wastewater/solid waste disposal issues.

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Response Considerations by Agent

Field Personnel

All emergencies are local and begin with the field response. Mutual aid/assistance provides support resources to help with this response when local capabilities are overwhelmed. Therefore, it is important for a utility to understand how to activate and use mutual aid/assistance. The Operational Plan identifies how the field is involved with the request and implementation of mutual aid/assistance. This section reviews the communications linkages from the field to utility management and beyond. It also reviews the field personnel role in requesting and engaging mutual aid/assistance resources.

Using the Incident Command System (ICS), designated utility field personnel manage personnel and resources to carry out tactical decisions and activities in direct response to an incident or threat. **Figure 3** demonstrates utility field personnel actions at a remote facility, plant, or main break.

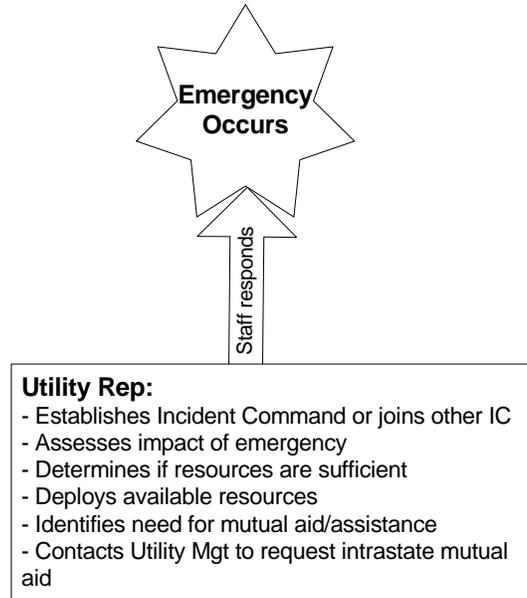


Figure 3: Utility Field Response

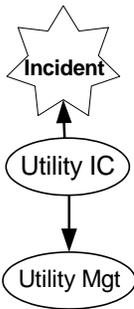


Figure 4: Utility IC Reporting to Utility Mgt

When the incident is a utility specific event, such as a major water main break, a utility responder in the field may become the Incident Commander. In this case, the communication from the scene is a direct connection to the utility management. **Figure 4** demonstrates this direct communication link to the utility management where the decision to request mutual aid/assistance is made.

Utility teams may join a law enforcement, fire, or public works Incident Command (IC). According to ICS, when a person who represents other responders

reports to a law enforcement, fire, public works or other agency Incident Commander, they are called an “Agency Representative.” The primary responsibility of the utility Agency Representative is to coordinate response of the utility management with the needs of the emergency and provide support to the Incident Commander (IC).

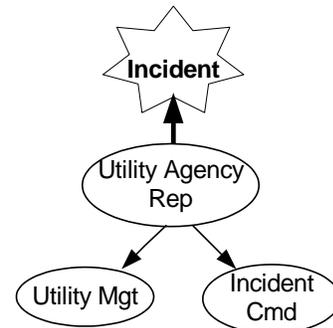


Figure 5: Utility “Agency Rep” Reporting to IC and Independent Utility Mgt

While working with the IC, the utility Agency Representative establishes contact with utility management to report conditions and progress. **Figure 5** demonstrates how a utility Agency Representative reports to a law, fire, or public works IC and may communicate with his or her utility management about the incident and resource needs. Utility management policies and response plans determine the exact reporting relationship and responsibilities. As a result, reporting relationships and responsibilities may vary by utility.

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In **Figure 4** and **Figure 5** the person authorized to request mutual aid/assistance is part of the utility management. According to the MEWARN Mutual Aid and Assistance Agreement for Water/Wastewater Agency Response Network, the utility identifies an “Authorized Representative.” This is a person who can commit resources to send to a utility in need, or authorize the request for mutual aid/assistance. In larger systems, the Authorized Representative at an Incident Command Post may not be the same person as a field responder or an Agency Representative.

In the case where a utility is a special government district or part of a city or a county agency, it is very common that the Authorized Representative is a management position within the district, city or county. The reporting relationship from the field may add another level of communication through a department operations center or utility department. **Figure 6** shows how this communication link may appear.

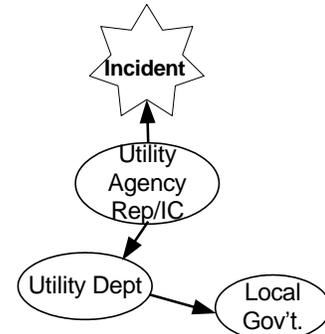


Figure 6: Utility Agency Rep/IC Reporting to Utility as Part of City/Co.

Utility

The Utility manages and coordinates the utility’s emergency response and recovery activities within the service boundary. The utility may be a private utility, a city or county department, or an independent authority. If a private utility or independent authority serves one city, the utility coordinates response with the city. If the utility serves multiple cities or the county, utility management coordinates response with the county. **Figure 7** shows this communication/coordination link (note the dotted line).

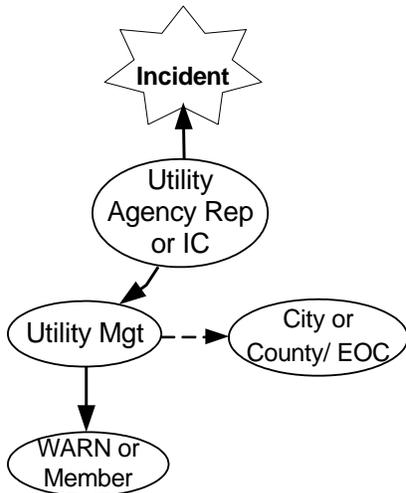


Figure 7: Link with Local Gov.

While the MEWARN activation does not require the declaration of a local emergency for requesting or sending mutual aid/assistance, the local utility will follow internal policy regarding when and how the Authorized Representative may request mutual aid/assistance. A utility that is part of a city or county may have to obtain high-level approvals within the government agency and involve the emergency management authority to request assistance. **Figure 8** shows this authorization chain.

The independent utility may require internal approval at an operations or management level prior to requesting aid. In either case coordination with the local emergency management agency is encouraged in order to enhance communication. This may involve a simple phone call or formal communication to the local emergency management authority.

The concept of operation is that a utility member in need may contact another utility member or contact the MEWARN Steering Committee or “Response Team” via telephone, e-mail, or other process. Unless other local utilities are affected by the emergency, a utility contacts local neighboring utilities for resource support first, before requesting aid/assistance from far away.

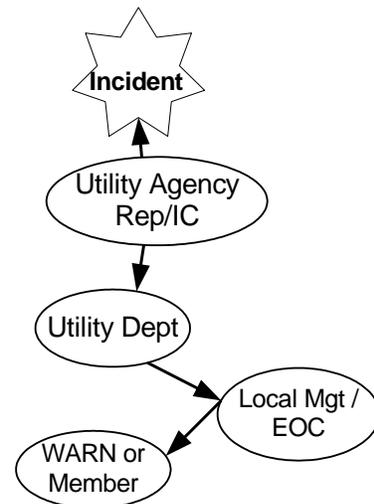


Figure 8: City/County Authorization

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Local Government

City and county governments respond to an emergency as dictated by their local emergency plans. For a city or county to declare an emergency, the jurisdiction needs to know the extent of damage in the local area (including impact on utilities) and the need for mutual aid/assistance. It would be appropriate for a MEWARN Member utility in need to inform the local emergency management authority of the following information which is captured in the checklists and forms in the attachments to this plan:

- The Member utility who activated the MEWARN Agreement
- Resources that have been requested
- The Member utility that is providing the requested resources
- When to expect the arrival of resources
- The safe routes for ingress and staging locations

This coordination with local government is important, especially if local government establishes controls limiting access to the incident area.

MEWARN

Once a Steering Committee (or Response Subcommittee) member is contacted, the MEWARN system is activated. Initially, the MEWARN may be managed remotely using virtual technology (such as teleconference or e-mail communication tools) to manage the information and response. If the demands of the emergency grow, the MEWARN Steering Committee or Response Subcommittee members may come together to coordinate requests. As the need for coordination increases, trained volunteers from MEWARN Member utilities that are not affected by the emergency may be requested to help with coordination of the MEWARN. These volunteers form the MEWARN Response Team (explanation of if or how these volunteers' resources are reimbursed is described in Section 5 of this Operational Plan). The key responsibility would be to match needs with resources offered by utilities not affected by the emergency. During large events, the MEWARN Response Team Members could be located at the State EOC or an EOC near the incident location. Alternately, the MEWARN Response Team Members could be located at an unaffected utility. In small events, MEWARN Response Team Members could be located at a county or local EOC.

State Government

The State Government manages and coordinates state resources in response to the emergency needs of the cities and counties; manages and coordinates statewide mutual aid/assistance; and serves as the coordination and communication link with the federal disaster response system or the National Response Plan. Working with the Maine Drinking Water Program, the Maine Department of Environmental Protection or Maine Emergency Management Agency, the MEWARN may serve as a point of contact and maintain communication to work with government agencies to address issues such as access to the disaster area and security of resources.

Federal Government

According to the National Response Plan, federal resources are to be available to support state/local needs if requested. Federal agencies with authority and responsibility may respond immediately as required by regulation. Federal resources located contiguous to the impact area (e.g. a military installation near a city) or affected by the emergency may respond according to a local agreement. Additional resources require a presidential declaration of an emergency for deployment. As the federal response is organized, the U.S. EPA supports Emergency Support Function #3 (led by the U.S. Army Corps of Engineers) to support infrastructure response and recovery of water sector associations. Requests for assistance come through the Maine Emergency Management Agency in coordination with the Maine Drinking Water Program and the Maine Department of Environmental Protection.

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SECTION 3: MEWARN Activation

For all types of emergencies, a utility analyzes the situation and determines the best alternatives to address its needs. This could include two possible mutual aid/assistance response scenarios, identified in **Figure 9**. First, the utility may call upon neighboring utilities with which they have pre-written and established local agreements. Second, the utility can access MEWARN. The MEWARN Operational Plan focuses on accessing MEWARN. This section describes how Member utilities activate MEWARN. Elements of MEWARN activation include warning activities and notification, as well as a description of responsibilities for requesting and responding utility authorized representatives, mutual aid/assistance coordinators, and staging area managers.

Activation of the MEWARN Agreement can occur under two conditions. Activation may occur prior to a declared local emergency or, alternately, during a declared emergency. Some types of emergencies, such as severe storms or hurricanes, can be characterized as a “warning” or “notice” event. Based on forecast or other information, it may be possible to pre-stage MEWARN Response Teams and prepare Member utilities for possible deployment. In contrast, other types of emergencies provide no warning or notice.

A utility may have as many as three options for obtaining assistance via local one to one agreements, access through a statewide mutual aid program for public agency responders, and the intrastate WARN utilities agreement.

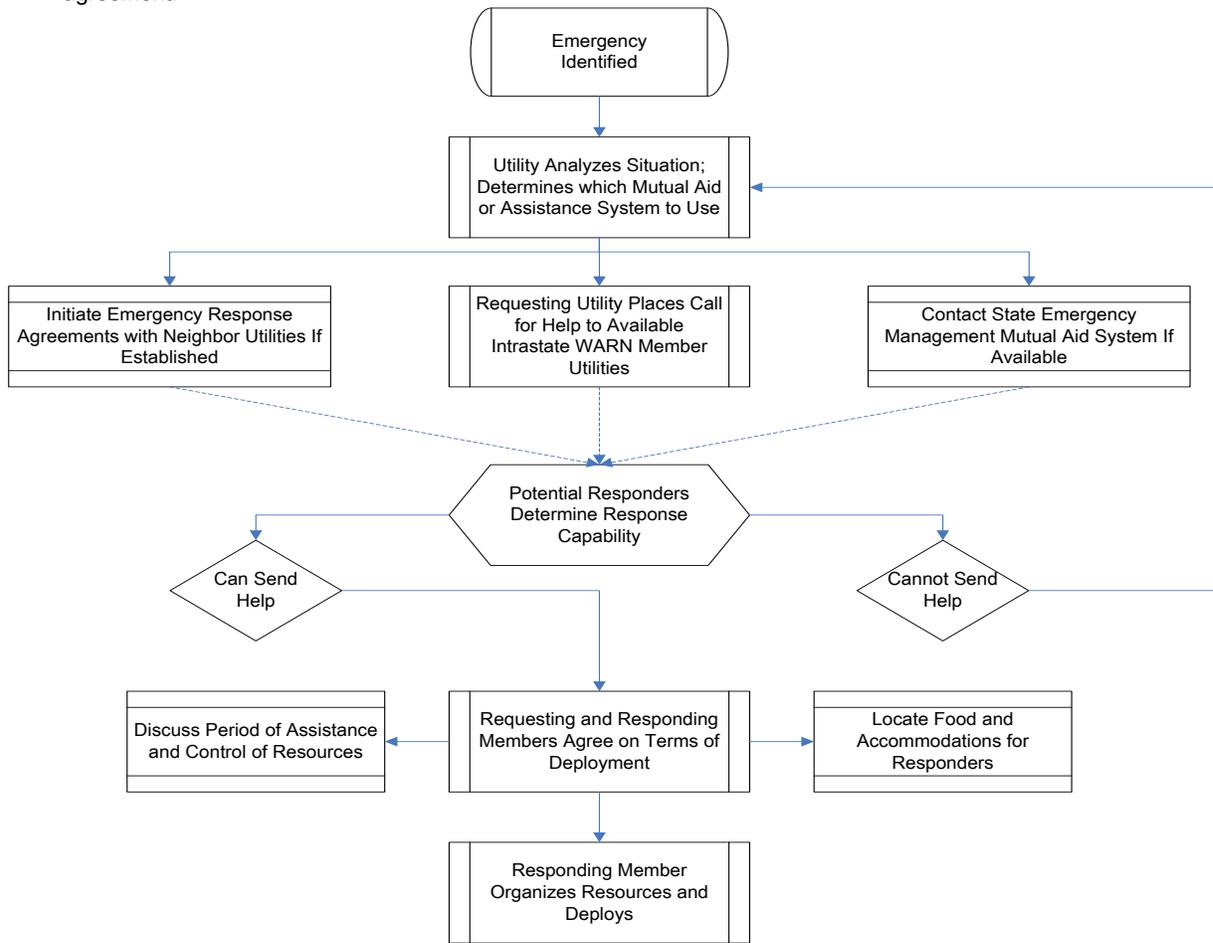


Figure 9: Utility Activation of MEWARN: Mutual Aid/Assistance Process Flow Diagram

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Emergencies with Warnings

MEWARN coordination may begin in order to maintain communication during a “warning” event such as an impending severe thunderstorm or hurricane warning. E-mail systems may provide the best means to provide the appropriate warning. The purpose of this activation is to ensure preparedness and timely, proactive response. In these cases, the MEWARN Response Team can initiate the following activities:

- Notify Member utilities of the expected conditions
- Maintain contact with Member utilities about changing conditions and information
- Receive requests for aid/assistance and follow-up actions

Requesting Utility Authorized Representative

The Authorized Representative of a utility can request mutual aid/assistance. (See Attachments A, B, and C.) In general, the Authorized Representative is responsible to:

- Analyze the situation and determine the best alternatives to address the emergency
- Using the AWWA Resource Typing Manual, determine resources and personnel needs that cannot be met by the utility, yet could be available from mutual aid/assistance
- Identify a Mutual Aid/Assistance Coordinator to address care, feeding, and other support for incoming mutual aid/assistance
- Notify local emergency management agency of your need for mutual aid/assistance.
- Contact neighboring utilities with whom the utility has a local mutual aid/assistance agreement or who may be a Member utility of MEWARN to determine if they are also affected by the emergency or can provide the mutual aid/assistance
 - Discuss the following items to confirm capability to manage the mutual aid/assistance:
 - Type of incident
 - Location, size, expected duration
 - Impact on the utility
 - Resource needs
 - Personnel skills and certification
 - Resources type and capability
 - Materials
 - Estimated length of time aid is required
 - Reporting location (Staging Area)
 - Point of Contact at the Staging Area
 - Number of emergency response agencies in response
 - Communication capabilities
- If agreement is reached on the above items, complete and transmit the MEWARN Emergency Notification form (see Attachment B)
- If agreement is not reached or resources are not available, contact other MEWARN Member utilities or MEWARN Response Team Members
- Once mutual aid/assistance is deployed, notify the local emergency management agency of the arrangements for incoming resources
- Identify a Staging Area for incoming mutual aid/assistance and provide appropriate staffing for reporting

Notification

Notification of an actual emergency may come directly from a utility in need to a utility with available resources, or through the MEWARN. The utility requesting mutual aid/assistance gathers the following information and contacts Member utilities or the MEWARN Response Team Members (details are in Attachment B):

- Type of incident

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- Impact on utility
- Resource requirements
- Location, size, expected duration
- Number of agencies in response
- Known limitations or restrictions
- Available communication tools

Always back up verbal notifications with a written communication (fax or e-mail) between requesting and responding utilities. It is encouraged that this information be shared with the MEWARN Response Team Members for coordination purposes especially when it is a wide-area incident affecting multiple utilities.

Mutual Aid/Assistance Coordinator

Utilities requesting assistance are encouraged to identify a person to coordinate the needs of incoming mutual aid/assistance resources. The requesting utility must contact the responding utility and identify who will be responsible for the items detailed in Attachment C, and in general include:

- Identification of the Staging Area
- Communications operability
- Navigation considerations
- Financial services availability
- Care and shelter of personnel and resources
- Feeding operations
- Safety measures
- Methods of documentation
- Reimbursement process

Staging Area Manager

The Mutual Aid/Assistance Coordinator would work very closely with a Staging Area Manager. The utility requesting aid is encouraged to identify staging areas where staff can organize and prepare incoming mutual aid/assistance for deployment into the field. Key responsibilities, which are detailed in Attachment D, include:

- Managing field deployment of mutual aid/assistance resources
- Vehicle maintenance and fueling
- Coordinating daily briefings and assignments
- Support for team assignments and tracking documentation

Responding Utility Authorized Representative

In general, the responding utility's Authorized Representative is responsible to (See Attachment E for more detail):

- Upon notice of the emergency, determine ability to meet own needs and identify available resources
- Contact the MEWARN Response Team Members (if convened) to notify them of available resources, based on the resources described in the AWWA Resource Typing Manual
- Upon contact from a utility in need, discuss key items and the requesting utility's ability to provide care for personnel and resources
 - Identify resources operation qualification requirements
 - Confirm shelter and sleeping arrangements
 - Review reimbursement process to determine whether the responding utility follows the reimbursement article of the Agreement

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- Review request to determine what aid/assistance the responding utility can provide and confirm approval from utility management to provide aid/assistance
- If agreement is reached on the above items, complete and transmit the appropriate Cost Estimate form (Attachment F)
- Prepare teams:
 - Identify supervisors and teams
 - Identify Communications Plan between supervisor of deploying team and home utility
 - Conduct orientation and deployment briefing with teams
- If agreement is not reached or resources are not available, contact the MEWARN Response Team Members to inform them of the inability to execute aid/assistance

SECTION 4: MEWARN Member Utility Mobilization – Response – Demobilization

This section describes how MEWARN Member utilities mobilize and respond to a request for aid/assistance. Elements of MEWARN mobilization include pre-deployment activities, deployment of the responding utility, integration of responding utility with requesting utility, daily activity briefings, demobilization, and coordination of reimbursement information.

Pre-Deployment Activities

Prior to deployment, responding utilities are responsible to ensure employees are ready to manage the situation (details are provided in Attachment E):

- Conduct ICS refresher as needed
- Review conditions of the emergency with employees
- Ensure appropriate medical precautions are taken (e.g. immunizations)
- Review documentation procedure to ensure staff provide information needed for reimbursement
- Establish daily communications plan between deployed resources and home utility

Deployment of Responding Utility

When deploying resources leave the utility:

- Communicate with Requesting Utility
 - Inform them of deployment
 - Confirm reporting contact
 - Confirm logistical support
 - Confirm condition of the care and shelter facilities
- Contact responding resources with any updates

Daily Activity Briefing

Daily Incident Action Plans (IAP) are created each day by the Requesting Utility and Responding Utility Supervisors—using the standard ICS forms and process. See Attachment G (Incident Briefing – ICS Form 201) and Attachment H (Incident Objectives – ICS Form 202). In summary, the steps include:

- List the incident objectives and work plan for the next operational period
- Provide an organizational list or chart that depicts how all response personnel are to be organized
- List the work assignments and responsibilities for the next operational period, including site-specific safety plans
- Provide the communications plan and messages, including radio and telephone communications, methods, and numbers for all incident personnel
- Define the resources needed to accomplish the work order
- Specify an Environmental, Health and Safety plan to follow in case of a responder emergency
- Identify resources at risk

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- Review minimum safety requirements to be employed by requesting utility
- Request utility maintenance and daily resources checks

Make enough copies of the IAP for all MEWARN Response Team Members. Preserve the original IAP for record-keeping purposes.

Demobilization

Follow standard ICS practices of demobilization, including:

- On small incidents, the demobilization process may be quite simple, and can be handled by a MEWARN Member
- On larger incidents, a Response Team Member can be designated to develop a Demobilization Plan
- Capture personnel evaluations and identify future tactical resource needs

If a formal Demobilization Plan is indicated, ensure that it includes the following five sections:

- General Information
- Responsibilities
- Release Priorities
- Release Procedures
- Directory (maps, phone listings, etc.)

Responding Utility Demobilization Activities

While preparing to demobilize, the responding utility is responsible to:

- Deliver documentation collected during response to the requesting utility
- Return all resources to the requesting utility that the responding utility may have in their possession
- Return any sensitive or confidential information to the requesting utility
- Collect all information on cost and process it through the requesting utility finance and administration staff. Information includes:
 - Injury reports
 - Timesheets
 - Material purchases
 - Resource use
- Submit bills for services as appropriate, according to the MEWARN Agreement

Requesting Utility Demobilization Activities

While preparing to demobilize the requesting utility is responsible to:

- Collect damage and response cost figures
- Accept bill(s) from responding utilities
- Provide payment, according to the MEWARN Agreement
- As appropriate, submit for FEMA or other reimbursement mechanisms

Coordinate Reimbursement Information

Upon completing the assigned work and reaching the end of the period of assistance, the utilities stop tracking and administering financial expenditures related to the emergency.

MEWARN Response Team Members can support utilities' efforts to obtain reimbursement from the federal government. If the emergency is designated as a presidential-declared disaster, the requesting

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utility may obtain federal reimbursement as identified in the Stafford Act. MEWARN Response Team Members can help utilities:

- Gather information about where the state and federal government establish Post Disaster Applicant Briefings. (Maine Emergency Management Agency announces locations following a declared federal disaster.)
- Disseminate information to the MEWARN Member utilities affected by the emergency.
- Coordinate information necessary to complete the application procedures of the FEMA Public Assistance (PA) Program². Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for repair, replacement, or restoration of disaster-damaged, publicly owned facilities and facilities of certain Private Non-Profit organizations. The assistance is available to state, tribal and local government, and certain types of Private Non-Profit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.

² For more information on the FEMA Public Assistance (PA) Program, visit <http://www.fema.gov/government/grant/pa/index.shtm>

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SECTION 5: MEWARN Coordination

Depending on the size of the emergency, this coordination role may not be necessary. All emergencies are local. If the resource needs can be addressed by one utility calling another, that may be all that is needed. In this case, communication to the MEWARN Steering Committee is suggested so that the Steering Committee is aware that resources were requested. In emergencies that affect more than one locality, coordination at the county level may be necessary. In an emergency that affects multiple counties, coordination at the state level may be necessary. The following applies when coordination is needed at the county or state levels.

Once a utility contacts the Steering Committee (or Response Subcommittee), the MEWARN is activated. The initial response effort can be managed by one person and then grow to include a team. The Chair or designated Steering Committee persons can initiate the response. As emergency response grows or, alternatively, when an emergency starts as a large-scale event (such as a catastrophic earthquake), the MEWARN coordination can expand. As the need for coordination increases, trained volunteers from MEWARN Member utilities that are not affected by the emergency may be requested to help with the coordination of the MEWARN. The purpose of the MEWARN coordination is to:

- Provide a point of contact and liaison for utility-related matters during an emergency
- Collect information regarding:
 - Extent and type of customer and infrastructure damages
 - General geographic location(s) of outages
 - Expected duration
 - Number of customers affected
 - Resource and information requirements of the affected utilities
- Assist in locating emergency resources, personnel, or material necessary for service restoration
- Advise utilities of restoration assistance and resources available

This “Response Team” may start activities virtually via e-mails and other communication. If the emergency requires a full “team response,” the Response Team Members may gather at the State EOC, a local EOC, or other designated location. The Response Team Members are responsible for the overall management of the MEWARN response. During a small event, the MEWARN Leader can assume the responsibilities of the Response Team Members.

Response Team Member Roles and Responsibilities

The MEWARN Steering Committee Chair or designated alternate may act as the MEWARN Leader in a State EOC, a local EOC, or other designated location. The MEWARN Leader is responsible to:

- Manage the MEWARN system
- Liaise with the state operations activities
- Identify possible sources of additional support for MEWARN Member utilities
- Monitor the number of requests
- Identify gaps in the requests and resources available
- Act as a liaison with the Maine Drinking Water Program, the Maine Department of Environmental Protection, and Maine Emergency Management Agency
- Provide damage assessment data to the state agencies
- Coordinate response and resolve issues with neighboring WARNs

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Team Member Response

Response Team Members (Response Subcommittee members) serve as volunteers and assist the MEWARN Leader in managing the MEWARN system. The volunteers may come from non-affected parts of the state. The support offered by volunteers allows the utility management from the requesting utility to focus on managing its own response and field personnel. Response Team Members may organize themselves, as needed, to address the emergency, by reporting to an EOC, managing damage assessment data, and tracking and coordinating resource orders and staging area information.

Response Team Members reporting to the State/County EOC or other designated location are responsible to (see Attachment I for more detail):

- Identify themselves at the security post and sign in
- Check in with the MEWARN Leader to receive an initial briefing on the situation and list of immediate tasks to be performed
- Review the latest information
- Review MEWARN communications for critical contact information
- Open and maintain an Activity log. (See Attachment K.) At a minimum, for each utility, record the following in the activity log:
 - Date and time
 - Contact name and number
 - Communications received/made (record conversations in which decisions were reached, instructions given or received, information exchanged)
 - Coordination received/made
 - Follow-up required/completed
 - Contact utility Authorized Representative in the affected area to obtain situation reports and determine whether assistance is required
- Alert the MEWARN Leader to emerging issues or concerns
- Keep all related status boards up to date
- Coordinate with the MEWARN Leader regarding shift assignments and assist in identifying MEWARN Response Team Members for relief at the end of shift
- Provide comprehensive shift turnover briefing

As a “team,” the MEWARN Response Team helps manage the following activities, and as the emergency expands each Response Team Member may be assigned to focus on just one of the following activities:

Manage Damage Assessment Data

- Receive damage assessment data from Member utilities
- Compile the damage data
- Report the damage data to the MEWARN Leader
- As requested, share the damage data (including operational status) with the Maine Drinking Water Program, the Maine Department of Environmental Protection, and/or Maine Emergency Management Agency.

Receive, Track and Monitor Requests

- Track incident name/I.D. number
- Track orders/requests
- Date and time of order
- Quantity, kind, and type, including special support needs as appropriate
- Reporting location (specific staging area)
- Requested time of delivery

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- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio frequency for clarification or additional information

Coordinate Resource Orders

- Monitor requests for assistance
- Distribute messages to the Response Team Members regarding the requests
- Match requests with offers of resources, including personnel, resources, and material
- Identify gaps between resource requests and resources needed
- Communicate gaps to the MEWARN Leader
- Communicate with the MEWARN Member utilities as needed

Coordinate Staging Area Information

- Expected number, kind, type of resources sent to the staging area
- Communications to be used
- Minimum resource levels to be maintained
- Procedures for obtaining additional resources
- Expected duration for use of the staging area
- Procedures for obtaining logistical support

As stated at the beginning of this section, depending on the size of the emergency, all of these coordination roles may not be necessary. All emergencies are local. If the resource needs can be addressed by one utility calling another, that may be all that is needed. Similarly, if the resource needs can be addressed by one coordination role, that may be all that is needed. Adjustments may be made based on the situation at hand.

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SECTION 6: MEWARN Documentation

Damage Assessment

The major damage assessment responsibility for the MEWARN is to collect and coordinate utility damage assessment information from field response units, compile the information into a uniform reporting format (see Attachment B), and communicate the information to the MEWARN Response Team Members (if convened) and the ICS effort. This damage assessment is valuable for State and local agencies.

In general, the MEWARN Response Team is responsible to:

- Coordinate and compile damage reports from Damage Assessment Teams
- Coordinate damage assessment activities with other agencies, e.g., county emergency management agencies, American Red Cross, utility engineers, etc.
- Log, track, and display damage assessment information
- Provide damage assessment information to the MEWARN Leader or designated resource coordination Response Team Member to facilitate incident prioritization
- Assemble and maintain information concerning critical facilities and special needs facilities associated with each utility included in the MEWARN Operational Plan
- Document major infrastructure damage
- Define the perimeter of disaster area
- Ascertain safety of affected areas
- Determine the expected duration of outages and the estimated time before restoration
- Transmit Damage Assessment Reports to the other appropriate agencies, as requested

Remind Requesting and Responding Utilities to Track Expenses

A requesting utility tracks and reports to management the financial expenses as the emergency progresses. This allows the utility management to forecast the need for additional funds before response activities are affected negatively. This is particularly important if many utility resources are under contract from the responding utilities. Close coordination with response activities is essential so that operational records can be reconciled with financial documents.

The MEWARN Response Team Member can encourage utilities to:

- Use their existing procedures for tracking and administering financial expenditures to ensure consistency and accountability
- Use existing utility accounting forms and documents to track expenditures
- Use the Summary of Estimated Cost form to exchange cost estimates

All Member utilities develop and implement a procedure for handling injury compensation to ensure that all forms required by workers' compensation programs and local agencies are completed in an effective and efficient manner consistent with local norms and regulations. Additionally, all Member utilities can:

1. Develop procedures for ensuring that resources and personnel for which payment is required are properly identified
 2. Obtain and record cost data
- Analyze and prepare estimates of costs of emergency according to FEMA guidelines

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SECTION 7: MEWARN Communication Tools

The primary communications tools available to the MEWARN Member utilities include the typical systems of landline telephone, cellular phone, fax and e-mail. A unique aspect of the MEWARN program is use of the Web site, which brings all of these systems together. The Web site includes a list of MEWARN Member utilities and the contact information for each Member utility. The Web site also provides the ability to send text notices of the event, updates about the conditions, mutual aid/assistance requests, response, and demobilization.

Radio Systems

Secondary communication tools are utility-owned radio systems. Radio is secondary due to the lack of interoperability between radios. Interoperability of radio systems would be optimal, but cannot always be achieved, due to expense. It is preferable that MEWARN Member utilities consider alternative plans to achieve the same result. MEWARN Member utilities can maintain a cache of additional radios or request radios from MEMA to distribute to incoming mutual aid/assistance supervisors for communications during an emergency.

Additionally, MEWARN Member utilities can consider HAM (amateur radio) as an optional backup radio system. Through state and county emergency management agencies, the Maine Amateur Radio Emergency Service (ARES) teams can be activated. The mission of Maine ARES is to provide supplemental, backup communications support during times of disaster or emergency to various emergency and disaster relief organizations in Maine, including MEMA, county emergency management agency (EMA) departments, American Red Cross, Salvation Army, National Weather Service and hospitals. See <http://maineares.org/> for more details about this valuable communications resource.

Another emergency communications resource is MEMA's regional Incident Management Assistance Teams (IMATS). IMATS can provide communications resources at a large scale incident. This resource can be requested through the county EMA directors.

Web Site

MEWARN operates a Web site (www.mewarn.org) allowing Member utilities to access information before, during, and after an emergency. The Web site includes a public and member-only side. The public side allows for promoting and marketing MEWARN and educating the general public on preparedness efforts of water/wastewater utilities. The member-only side of the Web site allows access to information such as:

3. MEWARN Emergency Notification (See Attachment B)
4. Resource Requests (See Attachment B and Attachment N: AWWA Resource Typing Manual)
5. Resource Matching (See Attachment L: Incident Check-In List – ICS Form 211 and Attachment N: AWWA Resource Typing Manual)
6. Damage Assessment Reporting

As exercises and response actions modify the Operational Plan, the responsible MEWARN Steering Committee member updates Web site materials and procedures.

The MEWARN Web site allows a Member utility to identify resources directly and lists the contact information for Member utilities to contact one another to inquire about the availability of resources and request its use. Every six months Member utilities are encouraged to **print out** a hard copy of the database, so that when power or Internet is not available during an emergency, the data is still available.

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To access this information online:

1. Use Internet browser to locate www.mewarn.org
2. Click the "Member Login" tab
3. Enter User Name and Password
4. Click the "Resources" tab
5. Under "Resources Search", use the "Within" pull down and select "all"
6. Enter you zip code and click "Search"
7. Beside "Resources Search Results", click "Save as PDF"
8. Select "Save as" and save PDF on your computer hard drive
9. MEWARN Resources List PDF can now be printed and used electronically from your computer hard drive
10. Click the "Membership tab"
11. Under "Membership Search", use the "Members within" pull down and select "all"
12. Enter your zip code and click "Search"
13. Beside "Membership Search Results", click "Save as PDF"
14. Select "Save as" and save PDF on your computer hard drive
15. MEWARN Membership List PDF can now be printed and used electronically from your computer hard drive

Questions during response can be addressed by calling Steering Committee or Response Team contacts. Print out their contact information sheets from the Web site and keep them with the hard copy of database resources and membership list.

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SECTION 8: After Action Report and Improvement Plan

After Action Report

After an exercise or as an event is nearing the end, all departments, agencies, or jurisdictions meet to allow for discussion of the events and actions taken. The MEWARN Operations Subcommittee completes an After Action Report and may initiate an Improvement Plan. After action reviews and reports are typically carried out by MEWARN Member utilities who assisted in the MEWARN Response Team. The reviews and reports require input from all key players and groups involved in the response and recovery. Therefore, if the incident is small and only involves a small number of MEWARN Member utilities, and then it may fall to the affected utility to carry out this step of the process. If the incident is large and involves many agencies and jurisdictions, the MEWARN Response Team Members may coordinate the after action review and report process among all the participants.

Typically, the designated Member utility holds a debriefing to discuss the overall situation activities, lessons learned and areas to be improved. The debriefing reviews actions and activities from the response and recovery to the event. MEWARN Response Team Members can expect to provide a quick review of activities under their function and describe what went well for them, what did not work well, what steps can be taken to improve the situation, or other lessons learned. This meeting allows for open discussion of opportunities for improvement, actions taken and the decisions they were based on, and potential future improvements.

The designated Member utility collects responses during this meeting and assembles them in an After Action Report that briefly describes the incident, briefly summarizes the actions taken during the response and identifies future changes for improvement.

The following is a list of questions addressing the key aspects of a response. (The list is not all-inclusive.) In summary, ask what went well, what did not go well, what needs to be improved, or other lessons learned. The following questions are examples of what may be asked as part of an After Action Report:

- Notification
 - What was the number and frequency of notifications?
 - Did the number and frequency provide an accurate operational understanding of the emergency?
- Activation
 - How did activation occur for utilities, MEWARN, and other stakeholders?
 - How quickly did “full” activation occur between stakeholders that responded?
 - How can the activation process be improved or streamlined?
 - Were the different departments (or jurisdictions and agencies) able to activate their plans and processes during this incident?
 - Was an Incident Action Plan identified and developed?
- Coordination
 - Were the Member utilities well-coordinated and matched to assignments according to skill?
 - What can be done in the future to maximize available resources?
 - What went well? Were the goals met?
 - What went wrong and what was done to correct it?
 - What can be improved?

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- Were resources interoperable?
- Were the resources that were requested the same as the ones that were delivered?
- Were databases used and are they interoperable across different workgroups and jurisdictions?
- Mobilization
 - Was the information gathered from notifications sufficient to accurately organize and prepare for mobilization?
 - How quickly did “full” mobilization occur between stakeholders that responded?
- Operational Support
 - What actually occurred at all levels of participation (timeline)?
 - What were the pre-event plans and processes for preparedness, response, recovery, and mitigation?
 - Did the plans and processes meet the need of jurisdictions and agencies responding to this event?
 - How accurately were resource requests anticipated and fulfilled?
 - How can procedures for pre-staging resources, making and fulfilling resource requests, tracking and reporting on resource status, and recovering resources be improved?
 - How accurately were personnel requests anticipated and fulfilled?
 - What were some success stories?
 - What areas need improvement to facilitate response in the future?
- Demobilization
 - Was a demobilization plan in place before the event? Was it followed?
 - What worked well?
 - What did not work well and were steps taken to address the situation?
 - What can be improved for the future and what options are available?
- Miscellaneous
 - What are some other lessons learned not captured above?

Improvement Plan

The After Action Report with the assessments and recommendations then serves as the basis for the Improvement Plan, which is sometimes referred to as a Corrective Action Plan. An Improvement Plan includes the broad recommendations for improvements, the agreed-upon corrective actions, a timeline for making the changes, and an assignment of responsibilities to individuals or organizations. Below are elements for an Improvement Plan:

- Measurable corrective actions
- Designated projected start date and completion date
- Corrective actions assigned to an organization and a point of contact within that organization
- Corrective actions continually monitored and reviewed as part of an organizational Corrective Action Program.
- An individual can be elected to manage a Corrective Action Program to resolve corrective actions resulting from exercises, policy discussions and real-world events and support the scheduling and development of subsequent training and exercises

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SECTION 9: Training, Exercises, and Updates

Training

MEWARN uses a multi-year training plan to prepare Member utilities, Authorized Representatives, Response Team Members and other relevant stakeholders. The training plan includes common training to enhance response with mutual aid/assistance resources and ensure the ability to coordinate response with outside agencies.

The training plan includes the following basic courses:

- [IS-100.PWb Introduction to the Incident Command System for Public Works Personnel](#)
- [IS-700.a National Incident Management System \(NIMS\), An Introduction](#)
- [IS-800.b National Response Framework , An Introduction](#)

In addition to the basic courses, Response Team Members can complete more advanced courses, including:

- [IS 634 Introduction to FEMA’s Public Assistance Program](#)
- [IS-701.a NIMS Multiagency Coordination System \(MACS\) Course](#)
- [IS-703.NIMS Resource Management](#)
- [IS-706.NIMS Intrastate Mutual Aid - An Introduction](#)
- [IS-803 Emergency Support Function \(ESF\) #3 – Public Works and Engineering](#)
- [IS-860 National Infrastructure Protection Plan \(NIPP\)](#)

The training plan can include courses or instructions on how to complete the MEWARN Operational Plan documentation, including:

- Damage assessment
- Tracking and documenting expenses using existing utility accounting forms
- Reimbursement following local and state emergency agencies’ processes and procedures

The training plan can also include a review of key concepts to ensure the personal preparedness of responders from the requesting and responding utility. Each utility is responsible to ensure employees:

- Understand the MEWARN Agreement and its limitations
- Review the MEWARN Mutual Aid/Assistance Operational Plan
- Review the utility’s safety procedures and ERP

Exercises

MEWARN periodically exercises its Operational Plan to validate the ability to execute and evaluate the plan. MEWARN uses a multi-year exercise plan to initiate a building-block approach in which training and exercise activities focus on specific capabilities in a cycle of escalating complexity. **MEWARN members are encouraged to participate in local, regional or State exercises.** According to the U.S. Department of Homeland Security’s (DHS) Homeland Security Exercise and Evaluation Program (HSEEP), there are seven distinct types of exercises³. This document discusses three types below.

³ For more information on U.S. DHS HSEEP, visit https://hseep.dhs.gov/pages/1001_HSEEP7.aspx

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Tabletop Exercises

Tabletop Exercises, a type of discussion-based exercise, bring together key personnel to discuss hypothetical scenarios in an informal setting. MEWARN Member utilities can use this type of exercise to assess plans, policies, and procedures or to evaluate the systems needed to guide the prevention of, response to, and recovery from a defined incident. Tabletops typically aim at facilitating understanding of concepts, identifying strengths and shortcomings, and achieving changes in the approach to a particular situation. An exercise facilitator encourages participants to discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions. The effectiveness of a tabletop is derived from the energetic involvement of participants and their consideration of recommended revisions to current policies, procedures, and plans. The MEWARN may participate in independent, local, regional or State exercises.

Functional Exercises

A Functional Exercise is designed to evaluate and validate individual capabilities, multiple functions, activities within a function, or interdependent groups of functions. Functional exercises center on an exercise scenario with dynamic events that drive activity at the management level. A functional exercise simulates everyday operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel operating in a highly stressful, time-constrained environment. The MEWARN may participate in independent, local, regional or State functional exercises.

Full-Scale Exercises

Full-Scale Exercises are multi-agency, multi-jurisdictional, multi-organizational exercises that validate many facets of preparedness. They include many players operating under cooperative systems such as an Incident Command System (ICS) to effectively and efficiently prevent, respond to, or initiate recovery from an incident. Full-scale exercises focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. In full-scale exercises, a highly realistic depiction of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel. During full-scale exercises, facilitators project events through a scripted exercise scenario with built-in flexibility to allow updates that drive activity. The exercises play out in real time, creating a stressful, time-constrained environment that closely mirrors real-life events.

At a minimum, the MEWARN plans for at least one tabletop exercise annually. Functional and full-scale exercises may occur periodically. In planning and conducting either type of exercise, the MEWARN can engage the Maine Emergency Management Agency; Maine Drinking Water Program, the Maine Department of Environmental Protection. Additionally, the MEWARN may participate in independent, local, regional or State full-scale exercises.

Updates to the MEWARN Operational Plan

The MEWARN identifies representatives to serve on the Operations Subcommittee which is responsible to maintain this Operational Plan, including updates.

Following exercises and real events, an after action review is conducted. MEWARN Member utilities will be notified. Feedback will be collected by the Operations Subcommittee and consolidated into the MAAOP as appropriate.

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The MEWARN Steering Committee will approve appropriate changes. The MEWARN Steering Committee is responsible to share with and educate utility and associate members on how to use the current or updated Operational Plan.

It is the utility and associate members' responsibility to integrate this Operational Plan into their respective emergency response or emergency operations plans. This is to make sure that the plan is integrated with other associated plans and operations. The MEWARN Steering Committee reviews and revises the MEWARN Operational Plan after an event, after any changes in operations or resources, or after an exercise. The MEWARN Steering Committee communicates approved Operational Plan changes to MEWARN utility and associate members and those persons who are assigned roles within the plan.

Using the Record of Changes Form

The Operations Subcommittee reviews the Operational Plan and submits it to the MEWARN Steering Committee for final approval. The MEWARN Steering Committee determines the process for distributing updates to utility and associate members. To notify members of updates to the Operational Plan, the MEWARN Steering Committee distributes announcements of updates by using the "Record of Change" form attached at the beginning of the MEWARN Operational Plan. The MEWARN Steering Committee records any updates or changes to any part of this document.

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SECTION 10: Attachments

Attached are supporting documents, checklists, and forms used in response to an emergency.

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Attachment A: Requesting Utility Authorized Representative Checklist

- Analyze the situation and determine the best alternatives to address the emergency.
 - Ensure a real need exists. Mutual aid/assistance is designed to augment resources already effectively committed.
- Using the resource types in the AWWA Resource Typing Manual, determine resource and personnel needs that cannot be met by your utility that may be available through mutual aid/assistance.
- What non-utility agencies are responding to the emergency: law, fire, public works, state environmental, public health, emergency management, American Red Cross, etc.?
- Determine how significant the emergency is; does it include city, county, state, or federal resources?
- Has a local emergency been declared by the local government?
- Are normal power, natural gas, vehicle fuel, and communications available?
- Complete Attachment B, MEWARN Emergency Notification, to inform utilities of needs and expected types of resources.
- As needed, identify a person at your utility to manage all incoming mutual aid/assistance. The Mutual Aid/Assistance Manager can use Attachment C, Mutual Aid/Assistance Manager Checklist.
- Notify the local emergency management agency of your need for mutual aid/assistance.
- Contact neighboring utilities with which your utility has a local mutual aid/assistance agreement. Provide them the completed Attachment B, MEWARN Emergency Notification.
- If assistance is not available from neighbors, identify other MEWARN Member utilities to determine if they are also affected by the emergency or can provide the mutual aid/assistance.
- If agreement on the availability and use of equipment or resources is reached, request cost estimate for mutual aid/assistance. Notify the Mutual Aid/Assistance Manager to prepare for the incoming aid.
- If agreement is not reached or resources are not available, contact other MEWARN Response Team Members.
- Once mutual aid/assistance is deployed, notify the local emergency management agency of the arrangements for incoming resources.
- Notify local utility unions of incoming mutual aid/assistance and identify the process for assigning work between utility staff and mutual aid/assistance teams.
- During demobilization:
 - Collect names of mutual aid/assistance teams and supervisors
 - Send letters of thanks
 - Send copies of After Action Report

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Attachment B: MEWARN Emergency Notification

Today's Date/Time:	
Who to Contact:	
Name:	Title:
Phone Number:	Cell Number:
E-mail:	
City / County:	
Utility Name:	
Utility Type (Circle): Water or Wastewater	
What is the Emergency and What is Damaged:	
What is Operational Status: (Circle One)	
Boil Water Notice/Advisory	Do Not Use Notice/Advisory
Do Not Drink/Advisory	Not Operating
Status Unknown	
What Do You Need (Materials, Equipment, Skilled Labor, General Labor)	
Where to Report - Staging Area Location (address or directions):	
When and How Long are Teams Needed for Repairs:	
Agencies On Site: (Law Enforcement / Fire / Public Works / Emergency Mgmt)	
Declaration of Local Emergency made by local government: Yes or No	
If Yes, when and by whom:	
Form Completed By	
Name:	Title:
Phone Number:	Cell Phone:

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Attachment C: Requesting Utility Mutual Aid/Assistance Manager Checklist

- Identify staging area and staging area manager for incoming utilities to report to.
 - Identify location outside the immediate impact area.
 - What is the address of the Staging Area?
 - Staging Area Manager Name:
 - Staging Area Manager Contact Information:
 - What access routes are open to the Staging Area?
 - Interstate or other highway open?
 - Rail access?
 - Airport nearby?
 - Does structural or nonstructural debris block roadways or access?
 - What utilities are operating at the Staging Area?
 - What communication links are operating at the Staging Area (landline, pay phone, amateur radio, normal utility radio, etc.)?
 - What vehicle repair services are available for heavy or light equipment?
 - Does responding utility need to bring a mechanic, tools, equipment and supplies?
 - Are tire repair services available?
 - If not available at staging area, are commercial services available?
 - Are fuel services available (gasoline and diesel)?

- Identify communications operability:
 - What phone systems are operational?
 - Landline Cell Phone Satellite Phone
 - Does requesting utility have satellite phones to provide responding utility?
 - Does requesting utility have local portable cell phone systems (temporary, mobile cellular systems)?
 - What radio systems are available?
 - What frequency does the requesting utility operate on?
 - Is requesting utility providing their radios to responding utility?
 - If yes, are they going to be available at the Staging Area?
 - If there are not enough radios to give to all responding utility staff, are there enough radios to give to the responding utility supervisors?
 - Does utility use amateur radio equipment for emergencies?

- What navigation issues should the responding utility be aware of?
 - Are street signs in place?
 - Are utility maps available (hardcopy or electronic)?
 - Do utility maps include GPS coordinates?
 - Are GPS units available?
 - Are maps and/or GPS units going to be available at the Staging Area?
 - Are interstates and highways open?

- Identify financial services capabilities:
 - Are ATMs functional?
 - Are credit cards being accepted locally?
 - Are banks open?
 - Is cash the only source of payment? If yes, what is recommended amount of cash to bring?
 - Are coins needed for laundry or other services?

- Identify Care and Shelter arrangements:
 - Is water available for:
 - Drinking

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- Bathing
- Sanitation
- If no, is bottled water available, or do responders need to bring?
- What restroom or sanitation services are available near the worksite (and how far away)?
 - Are portable toilets in use at worksites?
- What utility outages are affecting local hotels/restaurants?
 - Power Natural Gas Landline Cell Phone Utility Radio
 - None – all operational
- Are normal hotel/motel accommodations available? Yes/No
 - If yes:
 - Who is arranging for rooms? Requesting or Responding Utility
 - Who is paying for rooms? Requesting or Responding Utility
 - How far are the arrangements from the staging area?
 - How far are the arrangements from the work area?
 - If no:
 - Are fire base camps nearby?
 - If yes, can utility staff use them?
 - If no, are contract services available through the county or state? (These services typically come with complete self-sustained operations.)
 - If no, should responding utility staff be self-sufficient and bring own items?
 - Has the requesting utility established temporary shelter operations on utility grounds?
 - If yes, can responding utility co-locate?
 - Is temporary shelter provided by another agency?
 - If yes, what is the name of the agency (e.g. American Red Cross, faith based organization, etc.)
 - Where is it located (address):
 - Are the following services available at the temporary shelter:
 - Restrooms:
 - Portable toilets:
 - Showers:
 - Beds or cots:
 - Bedding:
 - Laundry facilities:
 - If no are they nearby?
 - Are they coin operated?
 - If temporary shelter is not available does the responding utility need to bring own shelter (e.g. tents, campers, etc.)?
 - What area is available to camp?
 - How far is it from the staging area and work areas?
 - If yes, are the following items available and fully functional?
 - Water Hook Up:
 - Power Hook Up:
 - Sewer Hook Up: If no, is a refuse dump nearby?
 - Restrooms:
 - Portable toilets:
 - Showers:
 - Laundry facilities:
 - If no are they nearby?
 - Are they coin operated?
 - Are generators allowed at the campsite?
 - Is fuel available?

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- Is diesel available?
- Identify feeding operations:
 - Are normal restaurants available in or around the work area or lodging area?
 - How far do the responders need to travel?
 - Who is paying for the meals when ordered? Responding or requesting utility?
 - If restaurants are not available:
 - Does requesting utility have alternate feeding operations in place?
 - Mobile canteen
 - Services from American Red Cross or faith based organization (if so, specify who)
 - Contract services
 - Are grocery stores open?
 - If yes, how far are grocery stores from work site or lodging?
 - Is rationing in place?
 - Are grocery stores limited in stock?
 - If grocery stores are available, what support services are available?
 - Cooking facilities with functional utilities?
 - Refrigeration systems local to work site, staging area, or lodging?
 - Ice deliveries in operation or available?
- Have curfews or other conditions been enforced by local government that might affect movement to and from worksites, feeding locations, and lodging?
- Identify employee safety measures:
 - What is the expected temperature and humidity?
 - Is special weather gear required?
 - What personal protective equipment is needed beyond basic equipment (hard hat, safety vest, safety shoes, mud boots, work gloves, raingear and eye and ear protection)?
 - What additional exposures may responders encounter (e.g. significant odors, contamination, etc.)?
 - What personal inoculations should be considered?
 - Tetanus
 - Hepatitis A or B
 - Flu
 - Other
 - Are hospitals functional?
 - Are paramedic and/or ambulance services functional?
 - What is your injury claim process?
 - Are chainsaws required to provide response and repairs?
 - Are other debris clearance equipment or tools required?
 - How significant is the disaster to the public?
 - Routine damage due to storm, flood, fire, or earthquake?
 - Significant damage due to storm, flood, fire, or earthquake (e.g. many homes destroyed, off foundations, etc.)?
 - Significant emotional impact due to loss of life or suffering?
 - What is chance of finding corpses?
 - Are counseling services available to manage Incident Stress?
- Identify methods of documentation:
 - Requesting utility has electronic or hard copy means of tracking employee hours, materials used, and other documentation?
 - Requesting utility has means to accept digital photography for documentation?
 - Requesting utility optimizes use of ICS forms and documentation?

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- Requesting utility has method to track costs for FEMA reimbursement?
- Identify Reimbursement process:
 - Request Cost Estimate of responding resources prior to approving their deployment. (See Attachment F for details.)
 - Approve or disapprove costs prior to requesting deployment.
 - Identify means for managing injury claims.

Name of Person Completing Checklist:

Title of Person Completing Checklist:

Date/Time:

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Attachment D: Staging Area Manager Checklist

- Establish Staging Area:
 - Review this checklist to be sure you can address each item.
 - Identify communications ability.
 - Notify utility Emergency Operations Center (EOC) of site location and access.
- From the utility EOC, gather work assignments for incoming mutual aid/assistance.
- Collect map resources for work assignment areas.
 - Obtain GPS or other devices to help mutual aid/assistance resources locate repair locations if street signs are gone.
- Upon team arrival (document using ICS Form 211):
 - Notify EOC of team arrival.
 - Identify supervisor of incoming team.
 - Provide schedule of briefings for the supervisor with your utility supervisors.
 - Provide schedule of briefings for daily work assignments.
 - Provide information or resources to establish communication between the supervisor of incoming teams and supervisor of your utility.
 - Provide system maps and work assignments.
 - Review key standards your utility uses for pipe repairs, fittings, and distribution methods.
 - Identify critical equipment that may need to be used to complete the repairs.
 - Identify location for fuel, supplies, and parts.
 - Where is contaminated soil (spoils) to be placed or relocated?
 - Provide information and necessary forms required for documenting:
 - Work hours
 - Overtime
 - Materials expenses
 - Worksite repair information
 - Provide contact list to supervisor for:
 - Local services that are still available
 - Where to report injuries
 - Where to obtain emergency medical attention
- Maintain daily briefings with supervisor at start and end of the shift to:
 - Review progress
 - Evaluate remaining work
 - Complete documentation
- Report findings to the EOC daily.

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Attachment E: Responding Utility Authorized Representative Checklist

- If notified of emergency prior to a request for assistance, contact the MEWARN Response Team to inform them of availability.
 - When a request for aid/assistance arrives, assess request.
 - Review types of damage and what teams may be expected to deal with (size/type of pipe repairs, etc.). (See Attachment A.)
 - Nature of the emergency
 - Impact on the utility
 - Has an emergency been declared by local government?
 - Have curfews or other conditions been enforced by local government that might affect movement to and from worksites, feeding locations, and lodging?
 - Determine resource type requirements, evaluate the following needs to select the appropriate resource typing team in the AWWA Resource Typing Manual:
 - Desirable personnel skills and certification
 - Resource type and capability
 - Determine appropriate materials to accompany the teams
 - Estimate length of time aid/assistance is required
 - Determine method of care and shelter for personnel and resources
 - Review Attachment C (Mutual Aid/Assistance Manager Checklist) with Requesting Utility
 - Confirm billing rates for use of personnel and equipment
 - Review types of resources needed, materials needed, number of teams needed, and skills required.
 - Identify equipment operation qualification requirements:
 - Security and storage of service vehicles and equipment
 - Identify reporting location
 - Identify Point of Contact at the location
 - Identify designated supervision methodology
 - Responsibility for equipment security
 - Procedures for returning equipment to requesting utility
 - Equipment transfer, inspection, and contact information
 - Licensing requirements for transport
 - Transportation and other equipment's fuel considerations
 - Managing lost, damaged, destroyed, or stolen equipment
 - How long are teams needed? Is there need for "relief" teams for first set of teams?
 - How does sending teams affect your utility current operations?
- Review reimbursement expectations and process.
- Prepare documentation on the costs associated with sending the assistance, and submit it to the requesting utility. (See Attachment F.)
 - Be clear on how teams would be sheltered and fed. Identify any risk associated with shelter or feeding.
 - Notify elected officials.
- Review request to determine what aid/assistance the responding utility can provide. Confirm approval from utility management to provide aid/assistance.

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- Complete pre-deployment personnel activities.
 - Identify an Incident Commander of the teams. Appoint General Staff (Operations, Planning, Logistics and Finance).
 - Identify how teams are selected. Identify specialized work rules. Review with any union leadership.
 - Identify a communications plan for teams. How do they communicate with each other, the borrowing agency, and family?
 - Identify teams for travel.
 - Conduct review with teams. Review:
 - Level of disaster and impact on community to prepare teams emotionally
 - Conditions and potential for contamination and personal protective equipment needs
 - Logistics arrangement for care, shelter, feeding, etc.
 - Communication plan
 - Employee work rules
 - Medical considerations and needs for inoculation
 - Incident Command System (ICS)
 - Documentation protocols

- Prepare resources for deployment:
 - Inspect vehicles for travel and equipment use.
 - Inventory and standardize stock of equipment and supplies on vehicles.
 - Send a mechanic with teams and equipment.
 - Ensure emergency food and water are present on all vehicles.
 - Ensure availability of first aid kits and other emergency supplies.

- While teams are away:
 - Check daily with supervisor.
 - Review costs associated with assistance.
 - Review the number of hours each team is working. How long will work last?
 - Identify problems with lodging or feeding.
 - Provide daily summary of events to the General Manager.

- Upon return:
 - Hold debriefing with the supervisors within seven days.
 - Hold debriefing with all teams within 14 days. Include General Manager or other appropriate staff.
 - Identify lessons learned.
 - Identify problems and successes.
 - Review hours worked and efforts made.
 - Review ideas to improve own readiness.

- Within 60 days:
 - Prepare a report of events to present to the General Manager.
 - Submit bill for personnel and other costs for mutual aid/assistance response.

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Attachment F: Summary of Estimated Costs Form

Requesting utility completes and signs Part I and faxes to potential responding utilities and MEWARN Response Team. Responding utilities complete Part II including cost, and fax to requesting utility and MEWARN Response Team. MEWARN Response Team tracks information and makes notation on *Attachment J: MEWARN Request Summary Sheet*.

Part I TO BE COMPLETED BY THE REQUESTING UTILITY			
Dated:	Time: hrs	From the County of:	
Contact Person:	Telephone:	Fax:	
To MEWARN Member Utility:	Authorized Rep:		
Type of Emergency & Impact to Utility:			
Personnel, Equipment & Material Needed (follow AWWA Resource Typing Manual Terminology):			
Date & Time Resources Needed:		Staging Area:	
Approximate Date/Time Resources To Be Released:			
Requesting Authorized Rep:		Req. Authorized Rep's Signature:	
Title:	Utility:	Request No:	
Part II TO BE COMPLETED BY THE RESPONDING UTILITY			
Contact Person:	Telephone:	Fax:	
Type of Personnel, Equipment & Material Available (follow Resource Typing Terminology)			
Date & Time Resources Available From:		To:	
Staging Area Location:			
Estimated Total Costs To Send Requested Assistance: \$			
Trans. Costs from Home Utility to Staging Area: \$		Trans. Costs to Return to Home Utility : \$	
Care, Shelter, Feeding Costs Required For Response: \$			
Responding Authorized Rep:		Res. Authorized Rep's Signature:	
Title:	Utility:		
Dated:	Time: hrs	Request No:	
Part III MEWARN COORDINATION			
MEWARN Rep:		Location:	
Signature			
Dated:	Time: hrs	Request No:	

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Additional Information:

MISCELLANEOUS ITEMS / OTHER INFORMATION

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1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
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9. Current Organization (fill in additional organization as appropriate):

Incident Commander(s)

Liaison Officer

Safety Officer

Public Information Officer

Planning Section Chief

Operations Section Chief

Finance/Administration Section Chief

Logistics Section Chief

6. Prepared by: Name: _____	Position/Title: _____	Signature: _____
ICS 201, Page 3	Date/Time: _____	

ICS 201 Incident Briefing

Purpose. The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

Distribution. Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The “Map/Sketch” and “Current and Planned Actions, Strategies, and Tactics” sections (pages 1–2) of the briefing form are given to the Situation Unit, while the “Current Organization” and “Resource Summary” sections (pages 3–4) are given to the Resources Unit.

Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Initiated • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.
5	Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	Current and Planned Objectives	Enter the objectives used on the incident and note any specific problem areas.

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Block Number	Block Title	Instructions
8	Current and Planned Actions, Strategies, and Tactics <ul style="list-style-type: none"> • Time • Actions 	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	Current Organization (fill in additional organization as appropriate) <ul style="list-style-type: none"> • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief 	<ul style="list-style-type: none"> • Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	Resource Summary	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	<ul style="list-style-type: none"> • Resource 	Enter the number and appropriate category, kind, or type of resource ordered.
	<ul style="list-style-type: none"> • Resource Identifier 	Enter the relevant agency designator and/or resource designator (if any).
	<ul style="list-style-type: none"> • Date/Time Ordered 	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	<ul style="list-style-type: none"> • ETA 	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	<ul style="list-style-type: none"> • Arrived 	Enter an "X" or a checkmark upon arrival to the incident.
	<ul style="list-style-type: none"> • Notes (location/assignment/status) 	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

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ICS 202

Incident Objectives

Purpose. The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

Distribution. The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident. If needed, an incident number can be added.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Objective(s)	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: S pecific – Is the wording precise and unambiguous? M easurable – How will achievements be measured? A ction-oriented – Is an action verb used to describe expected accomplishments? R ealistic – Is the outcome achievable with given available resources? T ime-sensitive – What is the timeframe?
4	Operational Period Command Emphasis	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

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Block Number	Block Title	Instructions
6	<p>Incident Action Plan (the items checked below are included in this Incident Action Plan):</p> <p><input type="checkbox"/> ICS 202</p> <p><input type="checkbox"/> ICS 203</p> <p><input type="checkbox"/> ICS 204</p> <p><input type="checkbox"/> ICS 205</p> <p><input type="checkbox"/> ICS 205A</p> <p><input type="checkbox"/> ICS 206</p> <p><input type="checkbox"/> ICS 207</p> <p><input type="checkbox"/> ICS 208</p> <p><input type="checkbox"/> Map/Chart</p> <p><input type="checkbox"/> Weather Forecast/Tides/Currents</p> <p><u>Other Attachments:</u></p>	<p>Check appropriate forms and list other relevant documents that are included in the IAP.</p> <p><input type="checkbox"/> ICS 202 – Incident Objectives</p> <p><input type="checkbox"/> ICS 203 – Organization Assignment List</p> <p><input type="checkbox"/> ICS 204 – Assignment List</p> <p><input type="checkbox"/> ICS 205 – Incident Radio Communications Plan</p> <p><input type="checkbox"/> ICS 205A – Communications List</p> <p><input type="checkbox"/> ICS 206 – Medical Plan</p> <p><input type="checkbox"/> ICS 207 – Incident Organization Chart</p> <p><input type="checkbox"/> ICS 208 – Safety Message/Plan</p>
7	<p>Prepared by</p> <ul style="list-style-type: none"> • Name • Position/Title • Signature 	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>
8	<p>Approved by Incident Commander</p> <ul style="list-style-type: none"> • Name • Signature • Date/Time 	<p>In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.</p>

MEWARN Operational Plan

Attachment I: MEWARN Response Team Member Checklist

Before leaving your residence or place of business to assist in the MEWARN, be sure that the following details have been arranged:

- Make travel arrangements to the designated utility coordination site;
- Make lodging arrangements
- Bring all necessary personal items with you for the period of time requested; and
- Follow directions to get to the designated location

Once you have reached the utility coordination center, complete the following:

STARTUP ACTIVITIES:

- Sign in and identify self at security point check in;
- Check in with the MEWARN Leader to receive an initial briefing on the general situation and immediate tasks to be performed. Briefing should include:
 - nature and extent of emergency;
 - identify extent of affected utilities and status;
 - nature of assignment;
 - status report update and criteria; and
 - contact person to receive the information.
- Review white board for critical contact information;
- Review or open and maintain an Activity Log (see Attachment K). At a minimum, the Activity Log should record the following for each utility contacted:
 - Date and time;
 - Contact name and number;
 - Communications/coordination received/made; and
 - Follow-up required/completed.

Communications recorded should include conversations in which decisions were reached, instructions given or received, and vital information exchanged.

- Contact utilities in affected areas to determine situation and any assistance that may be required;
- Alert the MEWARN Leader of emerging issues or concerns you perceive as “sensitive”;
- Keep all related status boards up-to-date;
- Coordinate with the MEWARN Leader regarding your shift commitment and assist in identifying Utility Representatives to relieve you at the end of your shift;
- Provide comprehensive shift turnover briefing; and
- As questions arise contact the MEWARN Leader for direction.

GENERAL ACTIVITIES:

Support the MEWARN Leader by providing specific utility knowledge and sector representation by doing the following activities:

- Provide regular updates to the MEWARN Leader with significant changes in utilities' status;
- Contact and receive calls from utilities in affected areas of the emergency regarding damages to services/infrastructure;
- Determine utility-specific resource and/or information needs;
- Maintain logs, Status Boards, and prepare Status Reports;
- Identify:
 - extent and type of customer and infrastructure damage;
 - general geographic location of utility outages;
 - expected duration of outages;

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- numbers of customers affected by county; and
 - resource requirements and/or information needs.
- Assist utilities in procuring resources, personnel, and provisions necessary for restoration of services;
- Communicate utility damage information and restoration priorities between government agencies and utilities, as necessary;
- Ensure regular updates to the MEWARN Leader on restoration concerns;
- Assist with inter-utility response coordination;
- Facilitate utility mutual aid/assistance as necessary/requested;
- Serve as liaison between utilities and emergency management for extraordinary assistance;
- Through the MEWARN Leader, provide utility Status Reports and special needs requests as Indicated; and
- Perform additional duties to support the utility sector as requested by the MEWARN Leader.

Shift briefings should occur between the outgoing and incoming representatives and at a minimum include the following:

- Alerts to any safety related issues that could impact utility personnel;
- A review of the Activity Log with particular emphasis given to the follow-up columns;
- Immediate tasks to be performed that have either been assigned by the MEWARN Leader or required by the follow-up information on the Activity Log;
- A review of the current Utilities Outage and Restoration Status Report; and
- A review of special key contact names and numbers outside of the Emergency Directory developed during event communications.

MUTUAL AID / ASSISTANCE REQUEST:

If mutual aid/assistance is needed, record the following:

- Name and contact information of utility representative;
- Utility name and type;
- Specific resource personnel/resources need;
- Specify required certification or specification;
- Date/time needed;
- Impact if delayed;
- Delivery point of resource;
- Logistical arrangements for any incoming personnel;
- Access routes into the affected area(s);
- Estimated duration of operations; and
- Risks and hazards.

STAND DOWN ACTIVITIES:

- Under direction of the MEWARN Leader to “stand down,” prepare a situation status report about the utilities you represent, including estimated outages, restoration and damages;
- Provide briefing to the MEWARN Leader;
- Remain available by phone to respond if activation staffing is increased; and
- Sign out.

SHUT DOWN ACTIVITIES:

- Under direction of the MEWARN Leader to “shutdown”, return all non expendable items and identify items that need to be replaced;
- Complete reports. Provide briefing on completed items and identify follow up items;
- Assist in returning all equipment to storage location;
- Sign out; and
- Be available to participate in After Action Report Reviews.

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Attachment K: Activity Log

MEWARN Response Team logs critical actions taken during its shift.

MEWARN Coordination Activity Log	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Unit Name/Designators	5. Unit Leader (Name and Position)		6. Operational Period
7. Personnel Roster Assigned			
Name	Response Team Position	Home Utility	
8. Activity Log			
Time	Major Activity		
9. Prepared by (Name and Position)			

All Times – Local 24 Hour Clock

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Attachment L: Incident Check-In List – ICS Form 211

Requesting Utility Name:					1. Incident Name					2. Check-In Location (complete all that apply)					3. Date/Time		
Need: <input type="checkbox"/> Service Team <input type="checkbox"/> Engineers <input type="checkbox"/> Treatment Operator <input type="checkbox"/> Backhoes <input type="checkbox"/> Mechanics <input type="checkbox"/> Trencher <input type="checkbox"/> Misc.										<input type="checkbox"/> Base		<input type="checkbox"/> Camp		<input type="checkbox"/> Staging Area			
Check-In Information																	
4. Responding Utility:					5.	6.	7.	8.	9.		10.	11.	12.	13.	14.	15.	16.
Team	Single	Kind	Type	I.D. No/Name	Order/Request Number	Date/ Time Check-In	Leader's Name	Total No. Personnel	Manifest Yes No		Team or Individual's Weight	Home Base	Departure Point	Method of Travel	Incident Assignment	Other Qualifications	Sent to RESTAT Time/Int
Page #					17. Prepared by (Name and Position) Use back for remarks or comments												

MEWARN Operational Plan

Attachment M: County Emergency Management Agencies

In Maine, emergency management is coordinated regionally by Emergency Management Agencies (EMAs) in each of our 16 Counties. County Directors are appointed by their respective County Commissioners, and funded in part by County, and in part by federal funds provided through MEMA.

County EMAs provide an invaluable link between the almost 500 cities and towns in Maine, and the State. They provide support and leadership in preparedness, response, recovery and mitigation to their local, business and volunteer partners.

Directory of County Emergency Management Agencies		
Agency	Director	Contact
Androscoggin Unified EMA	Joanne G. Potvin	2 College Street Lewiston, Maine 04240-7101 784-0147
Aroostook County Emergency Management Agency	Vernon R. Ouellette	158 Sweden Street Caribou, Maine 04736 493-4328
Cumberland County Emergency Management Agency	James Budway	22 High Street Windham, Maine 04062 892-6785
Franklin County Emergency Management Agency	Tim A. Hardy	140 Main Street, Suite 1 Farmington, Maine 04938 778-5892
Hancock County Emergency Management Agency	Andrew Sankey	County Courthouse 50 State Street, Suite 4 Ellsworth, Maine 04605 667-8126
Kennebec County Emergency Management Agency	Richard Beausoleil	125 State Street Augusta, Maine 04330 623-8407
Knox County Emergency Management Agency	Ray Sisk	62 Union Street Rockland, Maine 04841 594-5155
Lincoln County Emergency Management Agency	Tod Hartung	P.O. Box 249 Wiscasset, Maine 04578 882-7559
Oxford County Emergency Management Agency	Allyson Hill	County Courthouse PO Box 179 South Paris, Maine 04281 743-6336
Penobscot County Emergency Management Agency	Michelle Tanguay	97 Hammond Street Bangor, Maine 04401 945-4750

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Piscataquis County Emergency Management Agency	Thomas M. Capraro	163 East Main Street Dover-Foxcroft, Maine 04426 564-8660
Sagadahoc County Emergency Management Agency	Misty D. Mixon	County Courthouse P.O. Box 246 725 High Street Bath, ME 04530 443-8210
Somerset County Emergency Management Agency	Mike Smith	8 County Drive Skowhegan, Maine 04976 474-6788
Waldo County Emergency Management Agency	Dale D. Rowley	45A Congress Street Belfast, Maine 04915 338-3870
Washington County Emergency Management Agency	Michael F. Hinerman	P.O. Box 297 Machias, Maine 04654 255-3931
York County Emergency Management Agency	Robert C. Bohlmann, Interim Director	PO Box 399 (mailing address) 5 Swetts Bridge Road (physical address) Alfred, Maine 324-1578

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Attachment N: AWWA Resource Typing Manual

Below is a link to the AWWA Resource Typing Manual.

<http://www.awwa.org/files/WARN/WWA%20Resource%20Typing%20Manual%20Final%20-%20April%202%2C%202008.pdf>