

Somerset County Emergency Operations Plan

TABLE OF CONTENTS

The Emergency Operations Plan for Somerset County provides elected officials, emergency managers, emergency responders, volunteers and citizens with a guideline of the County emergency management program. It consists of a Basic Plan, which summarizes the policies, responsibilities, and procedures used, functional annexes that cover specific areas in detail, and attachments that cover hazard-specific actions.

PROMULGATION DOCUMENT elected
RECORD OF CHANGES
RECORD OF DISTRIBUTION
REFERENCES

BASIC PLAN

PURPOSE
SITUATION AND ASSUMPTIONS
CONCEPT OF OPERATIONS
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES
ADMINISTRATION AND LOGISTICS
PLAN DEVELOPMENT AND MAINTENANCE
AUTHORITIES AND REFERENCES

ANNEXES

A DIRECTION AND CONTROL
 A-1-1 EOC LAYOUT
 A-2-1 EOC JOB AIDS
B COMMUNICATIONS
C WARNING
D EMERGENCY PUBLIC INFORMATION
E EVACUATION
F MASS CARE
G HEALTH AND MEDICAL SERVICES
H RESOURCE MANAGEMENT

ATTACHMENTS

A FLOODING
B WILDLAND FIRES
C SEVERE WINTER STORMS
D SEVERE SUMMER STORMS & HURRICANES
E TRANSPORTATION RELATED MASS CASUALTY ACCIDENTS
F HAZARDOUS MATERIAL INCIDENTS
G TERRORISM & WEAPONS OF MASS DESTRUCTION
H UTILITY FAILURES
I EARTHQUAKES
J DISEASE & EPIDEMICS
K BLIGHT & INFESTATION

Somerset County Emergency Operations Plan

PROMULGATION DOCUMENT

Date: February 7, 2006

To all Recipients:

Transmitted herewith is the revised Emergency Operations Plan for Somerset County. This plan supersedes any previous plans promulgated for this purpose. It provides a framework for the County to use in performing emergency functions before, during, and after a natural disaster, technological incident or a hostile attack, and also provides basic format for Local Community Emergency Operation Plans (EOP's).

This Emergency Operations Plan includes four phases of emergency management;

- (1) Mitigation; activities which eliminate or reduce the chance of occurrence or the effects of a disaster;
- (2) Preparedness; activities describing how to respond should an emergency or disaster occur and working to increase resources available to respond effectively;
- (3) Response; immediate activities which prevent loss of lives and property and provide emergency assistance; and
- (4) Recovery; short and long term activities which restore order and lifelines.

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

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

County Commissioner

Date

County Commissioner

Date

County Commissioner

Date

County EMA Director

Date

Somerset County Emergency Operations Plan

RECORD OF CHANGES

The Emergency Operations Plan for Somerset County is reviewed each January to determine if the plan is current. Minor changes are recorded on the table below and inserts are prepared for inclusion in distributed copies. The plan is completed updated every five years.

YEAR	SIGNATURE	DATE
2005		
2006		
2007		
2008		
2009		

Plan Component	Remove Pages Numbered	Insert Pages Numbered

Somerset County Emergency Operations Plan

DISTRIBUTION INFORMATION

A complete copy of the Plan may be found at:

MAINE EMERGENCY MANAGEMENT AGENCY (MEMA)
72 State House Station, Augusta, Maine 04333

SOMERSET COUNTY EMERGENCY MANAGEMENT AGENCY
8 County Drive, Skowhegan, Maine 04976

BASIC PLAN REFERENCES

This reference listing provides a quick and accurate reference to the location of the following plans and procedures that support this Emergency Operations Plan.

DOCUMENTS & SOURCES	LOCATION
2000 Census Data for Somerset County	Plans & Planning Data Files
2001 Somerset County Hazardous Materials Response Plan	EOC Plan Shelf
2002 Hazard Identification Report	EOC Plans Shelf
2003 DOJ Domestic Preparedness Assessment	EMA Director's Files
2004 Somerset County WMD Assessment	EOC Plans Shelf
2005 Somerset County All-Hazard Mitigation Plan	EOC Plans Shelf
Emergency Operations Center Job Aids	EOC Plans Shelf
State of Maine Statutes	http://janus.state.me.us/legis/statutes/
Municipal Officer Lists & Communication Rosters	EMA Admin Computer
Mutual Aid Agreements (Fire, ARC, MSP/ SCSO, EMA, CMP, Verizon)	Plans & Planning Data Files
Shelter Operations (Reports, Agreements & Requirements)	EOC Plans Shelf

Somerset County Emergency Operations Plan

BASIC PLAN

I. PURPOSE

The purpose of this Plan is to assign responsibility to government organizations for the actions necessary for preparedness, response and recovery actions to natural disasters, technological accidents, and hostile attacks. Additionally, this plan identifies personnel, organizations, and property available for use during the response and recovery operations. It sets forth the actions to be taken in meeting needs and in implementing state and federal assistance, if required.

The Plan utilizes the emergency functions of Direction and Control, Communications, Warning, Emergency Public Information, Evacuation, Mass Care, Health and Medical, and Resource Management to provide specific information and direction for emergency operations.

The Plan includes hazard specific operations for Flooding, Wildfires, Severe Winter Storms, Severe Summer Storms and Hurricanes, Transportation-related Mass Casualty Incidents, Hazardous Material Incidents, Terrorism and Weapons of Mass Destruction Incidents, Utility Failures, Earthquakes, Disease and Epidemics, and Blight and Infestation.

II. SITUATIONS AND ASSUMPTIONS

A. SITUATION

Somerset County in the State of Maine combines the scenic beauty of the rugged Maine Mountains and lush forests and farmlands of the foothill, yielding harvests both cultivated and wild.

As of the latest census in the Year 2000, Somerset County has a population of 50,888, living in the 3rd largest county in the State of Maine with 3,633 square miles, contained in 83 unorganized territories, 27 towns and 6 plantations, bounded West by Franklin County and the Province of Quebec, Canada, North by Aroostook County, South by Kennebec County, South East by Waldo County, East by Penobscot County and North East by Piscataquis County. The population growth rate in Somerset County over the last twenty years has been virtually the same as the State of Maine.....13%.

Somerset County has a major U.S. and Canadian Border Crossing Site at Jackman, Maine; the Kennebec River as a major water tributary; three major transportation routes with U.S. Route 2, East to West; U.S. 201, North to South from Canada; Interstate 95, Northeast to South; contains a Regional Airport in Norridgewock, has the Gilford Rail System in the Southern portion of the County and the Canadian Rail System on the Montreal, Maine and Atlantic Railway, Inc., traversing the Northern portion from West to East.

All major routes are subject to transportation of hazardous materials and waste products, to and from many facilities within and from outside the county that supports the industrial and business hub of Somerset County, which is located predominately in the southern section of the county, mainly in seven communities: Anson, Fairfield, Hartland, Madison, Norridgewock, Pittsfield and Skowhegan.

These major routes also provide the avenues of approach for the heavy four-season tourism industry that provides a substantial impact to the economic climate of the county. The population of Somerset County grows rapidly during the spring, summer, fall and winter, as the

Somerset County Emergency Operations Plan

many seasonal or part time residents and recreation enthusiasts meld into the vast forests, rivers and lake shores of the heavily forested northern expanse of the county. The season residents and tourists enjoy the famous camping, hiking, fishing, boating, whitewater rafting and ATV riding during the spring and summer, hunting for upland large game and birds during the fall, and skiing and snowmobiling during the winter.

The tourism and four season recreation activities are known not only to provide the economic boost to Somerset County, but also expanding the population and public safety responsibility far beyond the reported resident population of 50,888 to what has been discussed as being doubled at times depending upon the activities or events.

The public safety and protection for the residents, industrial and business base on Somerset County dependent upon several State Law Enforcement Agencies, the Somerset County Sheriff Department, the Somerset County Emergency Management Agency, 4 Municipal Law Enforcement Departments, 17 Rescue and Transporting Ambulance Departments, 25 Fire Departments (many of which are strictly volunteer), and 2 hospitals.

The total responsibility for the Enhanced 911 (E-911) for the year round 50,888 residents and the influx of seasonal visitors rests entirely upon the services of the Somerset County Communications Center in Skowhegan. The Somerset County Communications Center also has the major Public Safety coverage responsibility for Law Enforcement, Fire, EMS and EMA services reaching 40,856 residents or 80% of the total county population.

There are twenty-seven (27) incorporated towns, four (4) plantations, and eighty-three (83) unorganized territories structured as four (4) political subdivisions (Central Somerset, Northwest Somerset, North East Somerset and Seboomook UT within Somerset County. The "shiretown" or county seat is Skowhegan. The County government contains the County Sheriff's Department and County Jail, County Clerk's Office, County Treasurer's Office, Registrar of Deeds, Probate Judge, Assistant District Attorney, and the Emergency Management Office and Somerset County RCC. The municipalities are responsible for Tax Collection, Clerk's Office, Road Maintenance and Snow Removal, Refuse Collection, Land Use Planning, Code Enforcement, Animal Control, Fire Protection, and Cemetery Maintenance

Two of the largest employers in the County are SAPPI five paper-Skowhegan and Madison Paper of Madison. Timber harvesting and forestry services as the major economic stimulus within the county. Four Season tourism a major contributor to the major economic source of productivity.

The County government supports a full time Emergency Management Director and a part time clerk. Most municipalities have an appointed Emergency Management Director; others have a liaison officer as a point of contact appointed from one of their municipal officer serving in that capacity.

The County will continue to be exposed to the hazards identified in the County Hazard Identification and Vulnerability Analysis. The likelihood and impacted geographic areas from the identified hazards are listed below, along with the critical facilities and populations that may be affected.

Flooding, in varying degrees, is an annual event. Each spring, runoff from melting winter snows will usually damage some municipal-maintained roadways and storm drainage systems,

Somerset County Emergency Operations Plan

sometimes causing a catastrophic event. Severe flooding, such as that caused by a dam breach or ice jams, that could damage a large number of residential, public, commercial, or industrial facilities is unlikely.

Wild land fires are a typical event in the spring and summer in Somerset County. These wildfires are usually limited to areas under 20 acres. Three or four times a decade, Somerset County is hit with a major snow blizzard or ice storm. These storms will knock down electrical and communication overhead utility lines, block roadways with debris, and overtax the municipal snow removal programs.

Severe summer storms may occur two or three times a decade and will cause light coastal flooding and may damage or erode roadway surfaces. There have been five Category One hurricanes to strike Somerset County in the past century. These events will cause a greater amount of river surge and stream flooding. High winds from these events could cause major area damage to electrical and communication overhead utility lines.

Earthquakes occur dozens of times a year in the State of Maine, however, all of these events are of a magnitude that does not cause damage to facilities or utilities. A few are just strong enough to be sensed by people.

Currently, there are 4 Extremely Hazardous Substances (EHS) Hazardous Materials (HazMat) Facilities located in Somerset County as well as 43 other reporting facilities with reportable materials. The number is expected to decline, as new processes and materials are used to replace the EHS. There have been numerous HazMat spills at these EHS facilities, yet most are very small and are dealt with by on-site response teams. However, the transportation of hazardous materials is expected to increase along the state-maintained highways. Combined with the impact of a large increase in general and tourism traffic, a serious highway hazmat incident is very likely.

A growing concern is the possibility of a Terrorist Attack, especially one involving Weapons of Mass Destruction or WMD, such as nuclear, biological, chemical and explosive materials. The actual likelihood of such an attack in Somerset County is remote, though not to be considered improbable. There are several industrial facilities that are probable targets. In addition, a very large tourist population is present during the summer months.

A major electrical utility outage could occur from a severe storm event, cyberspace event, or terrorist attack. Somerset County experienced a very large and lengthy electrical outage during the Ice Storm of 1998. This had the effect of shutting down public, commercial, and industrial business and forcing some residents into shelters. An outage that encompasses many municipalities could occur once a decade; smaller outages occur annually.

Events involving disease could be natural, such as a SARS outbreak, or intentional, such as a terrorist attack involving small pox. Somerset County has not experienced an epidemic in many years, but could be susceptible if any other location in the United States experiences an outbreak.

Blight and infestation has been present in Somerset County in the form of Spruce Bud Worm. Spruce Bud Worm epidemic tends to be a cyclic event, occurring about once every 25 years.

The Somerset County Emergency Management Agency has signed a mutual aid agreement

Somerset County Emergency Operations Plan

with the other sixteen counties to provide manpower assistance to operate the County Emergency Operations Center during a County Emergency. Assistance will be limited if the emergency is statewide. The Maine Emergency Management Agency and State EOC will provide assistance as needed and as available.

B. ASSUMPTIONS

Emergencies generally occur at the local municipal level and may affect one or more communities. The cumulative effect or geographic distribution determines the designation of "state disaster".

Government officials recognize their responsibilities regarding public safety and will assume those responsibilities in the implementation of this emergency operations plan. Positions have been created within the County Emergency Operations Center and will be filled as needed by County employees and volunteers.

If properly implemented, this emergency operations plan will reduce or prevent disaster-related deaths, injuries, or property losses.

III. CONCEPT OF OPERATIONS

A. ACTIVATION

The Somerset County Emergency Management Agency (EMA) Director is responsible to the Board of Commissioners and to the Maine Emergency Management Agency Director for decisions and actions taken. The Somerset County Board of Commissioners is legally responsible for the functions of County government. The County Commissioners have delegated the authority to activate and terminate this plan to the Director of the Somerset County Emergency Management Agency in an emergency situation. Through a mutual aid agreement between the County EMA Directors, a Director from another County may activate the Somerset County EOP, when the Somerset Director or Assistant is not available.

B. SEQUENCE OF ACTIONS

Under most circumstances, response to emergencies is initiated at the local municipal level with local resources being the first to be committed. Use and coordination of resources and the management of the situation are a local public safety responsibility.

When several municipalities are involved or when the local resources are not enough, the County EMA coordinates information from the communities involved, arranges for assistance from within the County, maintains emergency communications, and reports data and requests for further assistance directly to the State Emergency Operating Center.

With the support of relevant county and local agencies, and through its communications network, the County EMA is responsible for the central collection, organization, evaluation and documentation of situation and damage assessment data.

Heads of departments and agencies are responsible for emergency functions as specified in this plan. Department heads retain control over their employees and equipment. Each agency is required to develop Standard Operating Guidelines (SOGs) to follow during response

Somerset County Emergency Operations Plan

operations.

The local elected officials make a formal emergency declaration when the magnitude of the emergency situation warrants the full use of resources to save lives and protect property.

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

When it is determined that an emergency is beyond the control and resources of County government, a request are made through EMA channels to the State EMA. The Governor of the State of Maine may declare that a disaster exists within certain or all parts of the County and that State resources be made available to save lives, protect property and aid in disaster recovery.

D. INTERJURISDICTIONAL RESPONSIBILITIES

PLANNING AREAS: Each municipality has a local governing body and shall be responsible for emergency planning and response. The County EMA shall be responsible for planning and coordinating emergency response between the State EMA and municipal EMAs, as well as between local municipalities within the county. Jurisdictions in the County that do not have their own plan are covered under the County plan. The State EMA plans and coordinates with other State agencies, county EMA's and the Federal Emergency Management Agency (FEMA).

OPERATIONAL AREAS: Each municipality in the County is considered an operational area. The County is considered an operational area for a county-wide operation, an incident involving more than one municipality, or one involving a neighboring county.

MUTUAL AID AREAS: Mutual aid is exercised whenever additional resources are needed. The municipalities in Somerset County have mutual aid agreements in fire and rescue emergency services. The County has mutual aid agreements between the Sheriff's Department and the Maine State Police. Standing agreements exist between local jurisdictions and State agencies for forest fire suppression, rural search and rescue, and riot control.

STATE AREAS: The State is divided into sixteen counties, each with an EMA Director who coordinates the emergency management activities between the municipalities within the county and serves as a key contact for the Maine Emergency Management Agency (MEMA).

E. CONTINUITY OF OPERATIONS

The Lines of Succession for the Somerset County government begin with the County Commissioners. If for some reason, none of the commissioners are available for policy direction, then the Somerset County Emergency Management Director shall assume policy decision making for the County.

The line of succession in each department or agency is according to the SOPs established by each department.

Somerset County Emergency Operations Plan

F. EMERGENCY FACILITIES

The County Emergency Operating Center (EOC) is located in the EOC/ Training Room within the Somerset County Communication building, 8 County Drive, Skowhegan. The County Sheriff's Office is located at 41 Court St. The Communication Center is located 8 County Drive, Skowhegan, on the West River Road to Norridgewock. Communications equipment and map displays are permanently installed. The EOC has access to kitchen and bathroom facilities and is supplied with electricity by its own emergency generator.

There is currently no Alternate EOC in Somerset County. The Somerset County Communication Center serves not only Regional Communication and dispatch but as a State supported PCP.

The address and telephone number of each organization with an emergency management function is included in the Direction and Control Annex.

G. PRESERVATION OF RECORDS: Each agency/department is responsible for maintaining all legal documents affecting the organization and administration of emergency management functions. It is the responsibility of County officials to ensure that all records are secure and protected from damage.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Most departments have emergency functions that complement normal duties. Each department must develop and maintain its own emergency management procedures. Organizations that are not a part of government also have responsibilities.

Emergency Operation Center Staff Assignments: Staffing Pattern, FEMA Form 85-17, will be filed annually with MEMA and also retained in the Somerset County EMA Office.

To ensure there is Interface between the Incident Command System (ICS) and EOC operations the following ICS functions are addressed by the following EOC position in the event of a disaster and/or activation.

The Somerset County EOC will be activated utilizing the following operational levels.

Level 0 - Normal Day to Day Operation (No Activation)

Level 1 - Agency Staff Conducts ICS functions (24-48 Hrs.)

Level 2 - EOC Staff Expansion (Staff Pattern FEMA Form 85-17)
(72 Hrs. and beyond or a large scale event)

Command/Policy:

During a major all-hazard event requiring expansion of Emergency Operations Center (EOC) activation, this group provides County Government policy, approves media releases and makes decisions relating to safety, health, and financial issues in protection of the County.

LEVEL 1 – In minor all-hazard occurrences or events, this responsibility may be delegated to

Somerset County Emergency Operations Plan

the EMA Director or Duty Officer.

LEVEL 2 – Command and Policy Expansion

Staffed with the chairman-County Commissioners, County Attorney, County Clerk and Deputy Clerk, and during decision making time with the input from the Emergency Management Director (EMA), they serve as the “Policy Group”.

Operations:

Responsible for carrying out all response activities in support of the incident. This activity may require coordination with on-scene incident commander in regards to their Incident Action Plan (IAP).

LEVEL 1 - Staffed initially with the EMA Director, who serves as the Operations Chief and EOC Supervisor, the director conducts general supervision of the EOC, and is responsible for coordinating all disaster response and recovery procedures and activities during an incident. The EMA Director may receive policy direction from the County Commissioners.

The EMA Secretary assists the director in all areas, as well initially keeping the administrative and financial records in minor all-hazards events or occurrences.

LEVEL 2 - Operations Expansion:

During events that require expansion of operations due to the severity of the incident or the anticipated length of time required for response and recovery that would require 24 hours operations, supplemental manpower is required to meet the need as follows:

A Deputy Director supplements the Director and the Citizen Corps Support Person supplements the Administrative Assistant. Additional support positions also are Law Enforcement (2ea), Fire (2 ea), Rescue/EMS (2ea), HAZMAT-WMD (2ea), and Public Works (2ea) for county and local representation. These positions provide added support for incident commanders during expanded operations as well.

Planning:

Responsible for the collection and evaluation of information about the incident, the planning section may have to develop an Incident Action Plan (IAP) that supports the on-scene incident commander’s own IAP.

LEVEL 1 - For a minor all-hazard incident the planning responsibility may be handled by the EMA Director and supported by the EMA Secretary.

LEVEL 2 - Planning Expansion:

During events that require expansion, or if the incident is so complex that planning has to expand to meet the volume of requirements, the following units are implemented supported by a Planning Chief supported by administrative personnel (3 ea).

A Resource Unit to record the status of resources to track committed, anticipated, and

Somerset County Emergency Operations Plan

resources that allow for projected impact.

A Situation Unit to gather information and analyze the situation.

A Documentation Unit that recorded and protects all documents that include incident reports, communication logs, injury claims, and Situation Status Reports.

Logistics:

Responsible for providing all incident support needs to include facilities, transportation, communications, supplies, equipment, maintenance and fueling, food services, medical services, and ordering services.

LEVEL 1 - For minor all-hazard incident the logistics function will be actioned by the Local Emergency Planning Committee (LEPC) Field Consultant.

LEVEL 2 - Logistics Expansion:

For complex for large incidents requiring large quantities for several facilities, the Logistic section may be divided into two branches supported by the LEPC Field Consultant serving as the Logistics Chief.

The Serving Branch provides service activities including the Communications units (EMA) and (EMCOMM). The County Deputy Director of Communication serves as the EMA Communications Chief and the Emergency Communication (EC and AEC) Chief serves as the RACES communication chiefs supported by Admin/Tracking/Recorders (2ea).

The Medical and Food units will fall under Facility support with sheltering and social services under the County American Red Cross Representative.

The Support Branch accommodates facility supply acquisition, incident facility management and ground support activities.

Finance/Administration:

Finance and Administration is responsible to manage all financial aspects of an incident.

LEVEL 1 - Not all incidents will require a Finance/Administration section and in minor all-hazard events or occurrences, this function may be performed by the events or occurrences, this function may be preformed by the EMA Secretary.

LEVEL 2 - Finance/Administration Expansion:

During events where costs associated with a response need to be recorded the finance/Administration will be staffed by the County Treasure and Deputy Treasure.

The four units of activity that require records will be time records, procurement costs of vendor contracts, compensation/claims from injuries or fatalities, and cost tracking of analyzed data, cost estimates, and recommendations for cost savings measures.

Somerset County Emergency Operations Plan

V. ADMINISTRATION AND LOGISTICS

The County Commissioners and the Director of Somerset County EMA are responsible for coordinating response to a multi-jurisdictional emergency and assisting in appropriate recovery efforts. This plan is activated and terminated at the discretion of the EMA Director in consultation with the County Commissioners.

In accordance with Homeland Security Presidential Directive (HSPD-5), The Somerset County Commissioners and the Director of Emergency Management will utilize the National Incident Management System (NIMS) to administer all incidents that require an all-hazard response to prepare for prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

Responsibility for submitting reports to the State EOC rests with the County EMA Director. County agencies are responsible for providing reports of response activities, damages, and other related materials to the County EOC. Reports will be provided to the Message Center via (1) Radio communication, (2) Phone communication and (3) Dedicated Reports fax line.

Records of expenditures and financial obligations in emergency operations are maintained by County and municipal agencies using their own bookkeeping procedures. This information will be provided upon request to Finance, Somerset County EOC.

VI. PLAN DEVELOPMENT AND MAINTENANCE

REVISIONS: A continuous file on recommended changes or improvements will be maintained by the Somerset County EMA. The EMA Director reviews this plan annually and ensures that all procedures, policies, data and responsibilities are current and reflect actual assignments.

SUPPORTING DOCUMENTS: County agencies are responsible for the development and maintenance of their organizational policies and procedures.

DEFICIENCIES: Deficiencies in this plan should be summarized, in writing, and submitted to the Somerset County EMA Office.

VII. AUTHORITIES AND REFERENCES

A. AUTHORITIES:

Title 37B, Chapter 13, Maine Revised Statutes Annotated (MSRA), the Maine Emergency Management Act, as amended (L.D.2084 effective 7/25/2002).

Public Law 920-81, the Federal Civil Defense Act of 1950, as amended.

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

Public Law 100-707, Robert T. Stafford Disaster Relief & Emergency Assistance Act.

B. REFERENCES:

Federal Emergency Management Agency. Objectives for Local Emergency Management.

Somerset County Emergency Operations Plan

CPG 1-5, July 1984.

Federal Emergency Management Agency. Guide for All Hazard Emergency Operations Planning. SLG 101, September 1996.

Federal Emergency Management Agency. Hazard Identification, Capability Assessment, and Multi-Year Development Plan for Local Governments. CPG 1-35, October 1987.

NIMS

U.S. Department of Homeland Security Presidential Directive (HSPD), Management of Domestic Incidents, March 1, 2004.