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***Town of Lincoln  
2021  
Emergency Operations Plan***



**Adopted by Town Council on 11 / 08 / 2021**

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# Lincoln Emergency Operations Plan

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## TABLE OF CONTENTS

EMERGENCY PROCLAMATION and EMERGENCY POWERS .....	6
BASIC PLAN .....	7
PURPOSE .....	7
SITUATION AND ASSUMPTIONS .....	7
LINCOLN DEMOGRAPHICS, 2010 CENSUS .....	8
CONCEPT OF OPERATIONS .....	9
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES .....	10
Town Council and/or Town Manager: .....	10
Emergency Management Director: .....	10
Police Chief : .....	10
Fire Chief: .....	10
Public Works Director: .....	10
Shelter Officer: .....	10
Town Clerk and Treasurer: .....	10
Animal Control Officer: .....	10
Health Officer: .....	10
ADMINISTRATION AND LOGISTICS .....	11
PLAN DEVELOPMENT AND MAINTENANCE UPDATES .....	11
AUTHORITIES AND REFERENCES .....	11
APPENDIX A - DIRECTION AND CONTROL .....	13
PURPOSE .....	13
SITUATION AND ASSUMPTIONS .....	13
CONCEPT OF OPERATIONS .....	13
EOC ACTIVATION LEVELS .....	14
ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES .....	14
Lincoln EOC Layout .....	16
ADMINISTRATION AND LOGISTICS .....	17
MUTUAL AID EXHIBIT #1 .....	18
EOC CHECKLIST .....	19
STATE of MAINE – EMERGENCY / DISASTER SITUATION REPORT .....	20
LOCAL EMERGENCY / DISASTER SITUATION REPORT .....	22
SITUATION REPORT INSTRUCTIONS .....	22

# Lincoln Emergency Operations Plan

---

APPENDIX B – COMMUNICATIONS .....	23
PURPOSE.....	23
SITUATION AND ASSUMPTIONS .....	23
CONCEPT OF OPERATIONS .....	23
ADMINISTRATION AND LOGISTICS.....	23
RADIO FREQUENCIES EXHIBIT #2.....	24
ORGANIZATIONAL CONTACTS EXHIBIT #3.....	25
APPENDIX C - WARNING .....	26
PURPOSE.....	26
SITUATION AND ASSUMPTIONS.....	26
CONCEPT OF OPERATIONS .....	26
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES .....	26
ADMINISTRATION AND LOGISTICS.....	26
MOBILE NOTIFICATION ROUTES - EXHIBIT #4 .....	27
WARNING CHECKLIST .....	27
APPENDIX D - EVACUATION .....	28
PURPOSE.....	28
SITUATION .....	28
CONCEPT OF OPERATIONS .....	28
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES .....	28
ADMINISTRATION AND LOGISTICS.....	29
SPECIAL NEEDS FACILITY INFORMATION - EXHIBIT #5 .....	29
EVACUATION INFORMATION FORM .....	30
APPENDIX E - RESOURCE MANAGEMENT .....	31
PURPOSE.....	31
SITUATION AND ASSUMPTIONS.....	31
CONCEPT OF OPERATIONS .....	32
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES .....	32
ADMINISTRATION AND LOGISTICS.....	33
EMERGENCY RESPONSE EQUIPMENT - EXHIBIT #6 .....	33
FIRE DEPARTMENT INVENTORY - EXHIBIT #7.....	34
PUBLIC WORKS – EQUIPMENT/RESOURCE INVENTORY - EXHIBIT #8 .....	36
VOLUNTEER MANAGEMENT.....	37
DONATIONS MANAGEMENT .....	37
LINCOLN - DISASTER VOLUNTEER SURVEY FORM .....	38

# Lincoln Emergency Operations Plan

---

EMERGENCY MANAGEMENT VOLUNTEER LISTING .....	39
LOCAL COMMUNITY SERVICE GROUPS.....	39
STATE OF MAINE.....	40
REQUEST for ASSISTANCE FORM .....	40
APPENDIX F - DAMAGE ASSESSMENT .....	41
PURPOSE.....	41
SITUATION AND ASSUMPTIONS.....	41
CONCEPT OF OPERATIONS – .....	41
ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES .....	41
ADMINISTRATION AND LOGISTICS.....	42
DAMAGE and INJURY ASSESSMENT FORM 7 .....	43
MAINE EMERGENCY MANAGEMENT AGENCY DAMAGE AND INJURY ASSESSMENT FORM 7 - ABBREVIATED INSTRUCTIONS .....	45
DAMAGE ASSESSMENT CHECKLIST.....	47
APPENDIX G – CONTINUITY OF OPERATIONS .....	48
PURPOSE.....	48
SITUATION AND ASSUMPTIONS.....	48
PRIMARY MUNICIPAL FUNCTIONS.....	48
NON ESSENTIAL ORGANIZATIONAL FUNCTIONS.....	48
CONCEPT OF OPERATIONS .....	49
ATTACHMENT 1 - SEVERE WINTER STORMS.....	50
NATURE OF THE HAZARD.....	50
RISK AREA.....	50
DIRECTION AND CONTROL .....	50
RESOURCE MANAGEMENT .....	50
BASIC SHELTERING .....	50
ATTACHMENT 2 - FOREST FIRES.....	51
NATURE OF THE HAZARD.....	51
RISK AREA.....	51
DIRECTION AND CONTROL .....	51
WARNING .....	51
EVACUATION .....	51
RESOURCE MANAGEMENT .....	51
ATTACHMENT 3 - HAZARDOUS MATERIALS ACCIDENT.....	52
NATURE OF THE HAZARD.....	52

# Lincoln Emergency Operations Plan

---

RISK AREAS .....	52
CONCEPT OF OPERATIONS .....	52
DIRECTION AND CONTROL .....	53
ADMINISTRATION AND LOGISTICS.....	53
ATTACHMENT 4 - FLOODING .....	54
NATURE OF THE HAZARD.....	54
RISK AREA.....	54
DIRECTION AND CONTROL .....	54
WARNING .....	54
RESOURCE MANAGEMENT .....	54
DEFINITIONS.....	55
ACRONYMS.....	66

## ATTACHMENT – MAP OF TOWN OF LINCOLN

# **Lincoln Emergency Operations Plan**

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## **EMERGENCY PROCLAMATION and EMERGENCY POWERS**

Whereas, the Lincoln Town Council has the power and authority to issue a proclamation that an emergency exists in any or all sections of the Town of Lincoln under the conditions specified in Title 37-B M.R.S.A. sec. 742; and

Whereas, the Town Council is charged with the responsibility for the well-being of citizens within the Town of Lincoln; and

Whereas, the Town Council is in session only once a month, or at special times, and is not always readily available to proclaim an emergency which could result in a substantial delay in an effective response in alleviating or preventing an emergency or disaster;

Now therefore, notwithstanding the above authority of the Town Council, this proclamation authorizes the Town Manager to take whatever actions necessary to prevent the loss of life and property in the Town of Lincoln. And, when the Town Manager is not available, hereby authorizes the Lincoln Emergency Management Director to proclaim an emergency state for or within the Town of Lincoln, should it exist.

Further, the Town Council adopts the Lincoln Emergency Operations Plan dated November 08, 2021 as the Town's governing document for emergency response and recovery by all municipal organizations. An emergency situation shall be defined as an event that threatens the life, safety, and property of the residents or visitors of Lincoln or destruction of the environment.

Dated at Lincoln, Maine this 8th day of November 2021.

\_\_\_\_\_  
**Council Chair, George Edwards**

\_\_\_\_\_  
**Vice Chair, Stephen Clay**

\_\_\_\_\_  
**Councilor, Jeff Gifford**

\_\_\_\_\_  
**Councilor, Cathy Moison**

\_\_\_\_\_  
**Councilor, Marscella Ireland**

\_\_\_\_\_  
**Councilor, Jared McCarthy**

\_\_\_\_\_  
**Councilor, John Trask**

**A hard copy with signatures is on file in the Clerk's Office.**

# Lincoln Emergency Operations Plan

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## BASIC PLAN

### PURPOSE

This emergency operations plan identifies hazards and vulnerabilities to the Town of Lincoln as well as the potential impact on the Town. This plan defines the efforts and resources necessary to prepare for and respond to and to an emergency or disaster event and to mitigate the effects thereof.

### SITUATION AND ASSUMPTIONS

The Town of Lincoln may experience disaster situations that are local or statewide. Local disasters may include forest fires, hazardous materials incidents, mass casualty incidents, building collapses, or a school attack. Statewide disasters may include flooding, prolonged power outages and severe winter storms. A Hazard Risk Assessment was completed with the following results:

Hazard	Ranking
Severe Winter Storm	1
Forest Fire	2
HazMat (Transportation)	3
Flood	4
Pandemic	5

The probability of a disaster situation occurring in Lincoln which may cause multiple deaths or injuries is low. Severe winter storms have the potential of shutting down the community by blocking roads, knocking out electrical power distribution, freezing facilities, and trapping people. Residents are accustomed to dealing with winter storms and power outages. Almost half of Lincoln's acreage is forestland, which makes the entire town susceptible to an out-of-control wild land/forest fire and could cause severe property damage and loss of life. Local forest fires are not swift and timely evacuations would not be difficult. Though hazardous materials may be transported on any road, the greatest traffic flow of hazardous materials is along Route 2 and Route 6. The residences and public schools along this traffic corridor are most susceptible to a HazMat incident. The major portions of transported hazardous materials consist of petroleum products and sulfuric acid and the hazards would be localized. Lincoln does have a paper mill located within its jurisdiction. The presence of hazardous material on specific trains that supply the mill will vary. The paper mill does store hazardous materials to utilize in their paper making process and utilizes liquid natural gas. There are structures and roads located within the flood zones. The most likely damage from flooding would be the erosion of roadways and damage to infrastructure.

Other hazard events could occur, but are very unlikely. As such, this plan will develop an all-hazards emergency response, but will not define other hazards in the Hazard Attachments Section.

## LINCOLN DEMOGRAPHICS, 2010 CENSUS

<b>Population &amp; Age Statistics</b>		<b>Housing &amp; Density Statistics</b>	
Total Year-Round Population	5085	Total Housing Units	2866
19 Years Old and Under	1331	Occupied Housing Units	2045
20 to 24 Years Old	244	Owner-Occupied Housing Units	1528
25 to 44 Years Old	1155	Renter-Occupied Housing Units	517
45 to 64 Years Old	1482	Vacant Housing Units	821
65 Years Old & Over	873		
Median Age	42.3		
<b>Social and Economic Statistics</b>			
Total Labor Force	2240		
Per Capita Income	\$17,453		
Median Household Income	\$34,113		
Total Municipal Valuation, 2018*	318,598,200		

\* Not a Census Bureau Statistic - State Valuation information obtained from Maine Revenue Services website.



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# Lincoln Emergency Operations Plan

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## CONCEPT OF OPERATIONS

The Emergency Management (EM) Director is responsible to the Town Council for coordinating disaster response activities, requesting resources from mutual aid partners, from Penobscot County and for compiling disaster information. The Town Council is legally responsible for the function of the local government, per MRSA Title 37B.

Disaster or major emergency notification will most likely come from the National Weather Service (NWS), the Emergency Alert System (EAS), the Penobscot County Regional Communication Center (PRCC) radio-page to the Lincoln Fire Department, a Penobscot County EMA “fan out”, the Governor of Maine, or by announcements on area television and/or radio broadcasts.

The Town Council, Town Manager, or the EM Director, may activate the Emergency Operations Center (EOC) or initiate the Emergency Operations Plan (EOP) if they determine that the disaster situation warrants the activation. Key town officers and citizens will be called to staff the EOC. (see MEMA/NIMS doc)

The Town Council will issue an emergency declaration when the situation warrants the full use of resources to save lives and protect property. When the emergency is beyond the control and resources of the local government, a request for assistance may be made through the Penobscot County EMA to the Maine EMA and Governor. The Governor may declare a disaster within certain or all parts of Penobscot County and make State resources available to save lives, protect property and aid in disaster recovery.

The emergency response forces in Lincoln include the Fire and Police Departments, and EMS operations. The Fire Chief may request aid from neighboring communities. Currently, the Fire Department has written agreements with the Towns of Howland, Lee, Mattawamkeag, Burlington, Lowell, and the Penobscot County EMA for mutual aid; and written agreements with the Towns of Enfield, and Chester for firefighting services.

For a localized emergency, such as a mass casualty incident, an Incident Commander (IC) will assume command at the scene. Communications will be established between the IC and the EOC. Most of the logistical, finance and planning capabilities will be located at the EOC. The IC will retain all operations section personnel and some limited logistical and planning support.

For a wide area emergency, such as a severe winter storm, all emergency operations will be run out of the EOC. Emergency responders and emergency management personnel will be dispatched by the EOC for specific tasks as checking up on residents during a prolonged power outage or delivering situation reports when hard line communications are out.

A limited EOC may also be activated if emergency and disaster support is being provided to other communities. This will be primary to coordinating logistics and monitoring the situation. A large forest fire in the next community could eventually impact Lincoln and certain preparedness actions should be started by the EOC.

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# Lincoln Emergency Operations Plan

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## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following Town Officials may be tasked during a community emergency or disaster:

### **Town Council and/or Town Manager:**

1. Assumes responsibility for the overall response and recovery operations by the municipality.
2. Approves the EOC manning assignments recommended by the EM Director.
3. Establishes a public disaster assistance program.
4. Approves press releases to the media.
5. Oversees the Damage Assessment program.

### **Emergency Management Director:**

1. Establishes and maintains the Town EOC.
2. Develops all Town emergency plans and procedures.
3. Coordinates with Penobscot County and Maine EMA offices.
4. Coordinates with local American Red Cross (ARC) and School Districts.
5. Responsible for the Town Emergency Public Information program.
6. Responsible for the tracking and assignment of emergency/disaster resources.
7. Establishes EOC communications and public warning systems.

### **Fire Chief:**

1. Oversees all fire department resources and directs fire department operations.
2. Responsible for initiating and implementing emergency evacuations.

### **Public Works Director:**

1. Coordinates road repair and maintenance.
2. Responsible for organizing the Damage Assessment program.

### **Red Cross:**

1. Appointed during emergency by Town Council to establish a Disaster Shelter.

### **Town Clerk and Treasurer:**

1. Manages EOC telephones and records information.
2. Tracks disaster expenditures and pays bills authorized by the Town Council.

### **Police Chief:**

1. Notifies town residents of special meetings and assistance programs.
2. Point of contact with law enforcement agencies.
3. Assist with evaluations and scene security

### **Animal Control Officer:**

1. Coordinates services and assistance provided to animal victims.

### **Health Officer:**

1. Report on the prevention and suppression of diseases and conditions dangerous to public health to the Commissioner of Human Services.
2. Receive and evaluate complaints concerning nuisances posing a potential public health threat within the town.

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## Lincoln Emergency Operations Plan

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3. Order the suppression and removal of nuisances and conditions posing a public health threat found to exist.

### ADMINISTRATION AND LOGISTICS

The Town Council or its designee is responsible for the activation of this plan.

The Lincoln EM Director is responsible for the submission of reports to MEMA, through the Penobscot County EMA (PENEMA). Town Officials provide reports of response activities, damages, and other related information to the EM Director. Each official keeps records of actions, expenditures and financial obligations in emergency operations.

If local resources are inadequate during emergency operations, assistance is requested through mutual aid agreements. Agreements exist with other towns for emergency services. They also exist with State of Maine agencies for forest fire suppression, rural search and rescue, and riot control.

All town disaster expenditures must be approved by the Town Council. The Town Treasurer will complete all financial actions once the expenditures have been approved.

### PLAN DEVELOPMENT AND MAINTENANCE UPDATES

The EM Director maintains a file of recommended changes or improvements. He/she reviews the entire plan annually and ensures that all procedures, policies, data and responsibilities are current and reflect actual assignments. Deficiencies found in this plan should be summarized and submitted in writing to the EM Director when noted.

**All changes to the EOP shall be approved by the Town Council *with the exception* of charts and forms otherwise known as exhibits. These will be updated annually or as administrative changes occur.**

### AUTHORITIES AND REFERENCES

#### A. Authorities

- Town of Lincoln Emergency Operations Plan dated November 08, 2021
- Title 37B, Chapter 13, Maine Revised Statutes Annotated (MSRA), the Maine Emergency Management Act, as amended.
- Public Law 920-81, the Federal Civil Defense Act of 1950, as amended.
- Public Law 99-499, the Superfund Amendments and Reauthorization Act of 1986 (SARA).
- Public Law 93-288, as amended by Public Law 100-707, Robert T. Stafford Disaster Relief & Emergency Assistance Act.

#### B. References

- Federal Emergency Management Agency. Objectives for Local Emergency Management. CPG 1-5, July 1984.

## **Lincoln Emergency Operations Plan**

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- Federal Emergency Management Agency. Guide for All-Hazard Emergency Operations Planning. SLG-101, September 1996.
- Department of Homeland Security, National Response Plan, November 2004

**Map of the Town of Lincoln – at the end of this document**

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# **Lincoln Emergency Operations Plan**

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## **APPENDIX A - DIRECTION AND CONTROL**

### **PURPOSE**

The Town of Lincoln employs full-time and part-time paid emergency responders. This Appendix will give guidance on actions to be taken during emergencies by officials and employees of the Town as well as the coordination of efforts between the municipal officials and county, state and contract personnel.

### **SITUATION AND ASSUMPTIONS**

Many hazards can cause disasters of a magnitude that makes centralized direction and control necessary. The Lincoln Emergency Operations Center (EOC) will be established by the Town Council or its designee if necessitated by the emergency. Emergency staffing of the EOC must be documented with the EM Director.

### **CONCEPT OF OPERATIONS**

The priority in emergencies is to save lives, limit injuries, limit damage to property, maintain the continuity of government, and return the area to normal.

By resolve enacted February 8, 2010, the Town of Lincoln has established the National Incident Management System (NIMS) as the municipal standard for incident management. This system provides a consistent approach for the Town of Lincoln, Penobscot County, State of Maine and Federal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity. By adopting NIMS, the Town of Lincoln utilizes standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters. The NIMS Incident Command System (ICS) is utilized by all Lincoln emergency and disaster responders for incident management.

Normally, initial notification of an emergency will be a radio-page from the Penobscot County Regional Communications Center (PRCC) to the Town's Public Safety Department. Disaster or major emergency notifications will most likely come from the National Weather Service (NWS), the Emergency Alert System (EAS), the PRCC radio-page, a Penobscot County EMA "Fan-out" to the EM Director, or by announcements on area television and/or radio broadcasts.

The Town Council has responsibility for the continuance of local government operations. The Town Council or its designee may activate the Emergency Operations Center (EOC) or initiate the Emergency Operations Plan (EOP) if it is determined that a disaster situation warrants. Key town officials, employees and citizens will be called to staff the EOC. The EOC can be activated at three different manning levels.

# Lincoln Emergency Operations Plan

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## EOC ACTIVATION LEVELS

LEVEL	STATUS	ACTION
1	Standby	EOC Set up and ready to be activated
2	Increased Readiness	EM Director mans the EOC on a temporary basis
3	Full Activation	Entire EOC staff -called; 2 x 12 hr. shifts established

The primary Emergency Operations Center (EOC) is set up at the Lincoln Public Safety Building located at 1 Adams Street. If the Public Safety Building is unavailable, the EOC will be located at Penobscot Valley Hospital. The EOC's communications capabilities include telephone and 2-way radios. All Fire Department personnel and the EM Director can be reached through the PRCC via radio-pagers.

If an on-scene command post is established, the incident commander is the senior officer on the scene from the emergency service best suited to handle the situation. For a situation involving a fire or hazardous materials, the Incident Commander will be the Fire Chief. For any incident involving a terrorist situation, the Police Chief will be the Incident Commander. The command post keeps the EOC informed of the situation. The Lincoln EOC keeps the Penobscot County EOC informed.

## ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

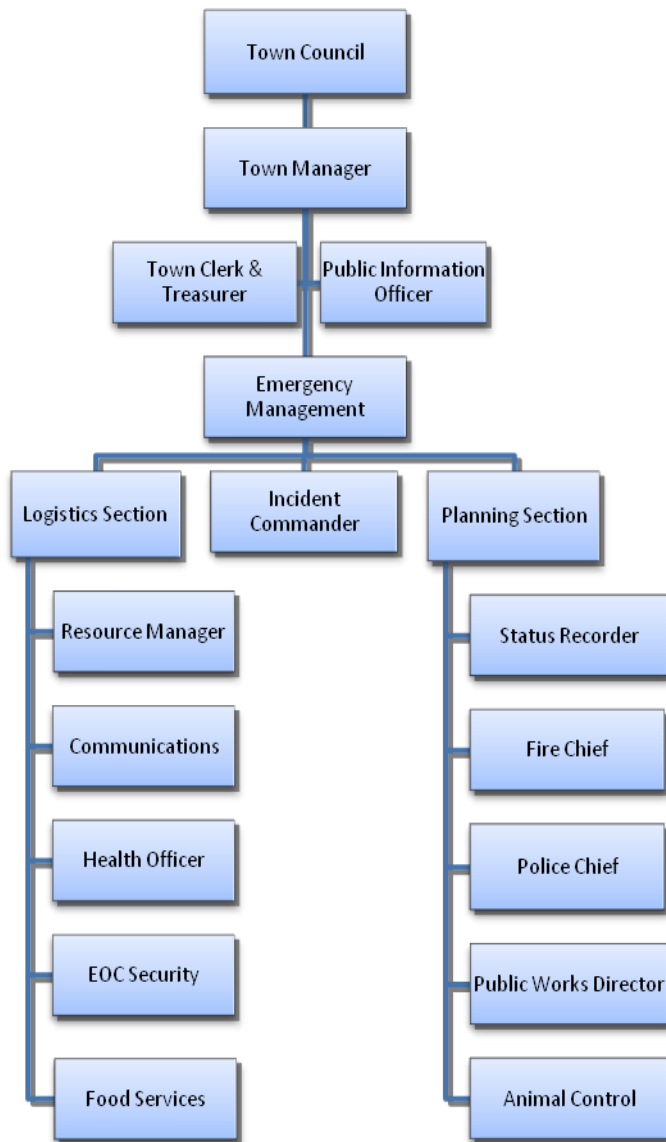
The Town Council sets policy and approves information for the public. Town officials manning the EOC assure work is accomplished in a mutually supportive way. The EOC staff stays in contact with field forces and record their status, issue instructions to personnel, monitor progress, and keep the Town Council or its designee informed. When the EOC is established, the following town officials, employees, and/or volunteers may be included:

<b>Town Council and/or Town Manager</b>	Make policy decisions and have responsibility for emergency response within the town.
<b>Emergency Management Agency</b>	Maintains the EOC and advises officials and agencies on emergency procedures. The EM Director activates the EOC as directed in the EOP; coordinates resources, emergency response and recovery efforts, and compiles damage assessment reports.
<b>Town Clerk</b>	Maintains official town documentation.
<b>Treasurer</b>	Completes all financial transactions, once approved by the Town Council, and carries out welfare/general assistance as required.
<b>Fire Chief</b>	Directs the actions of the Fire Department and EMS operations.
<b>Police Chief</b>	Post official notices to the public. Provides security for the EOC and the community
<b>Animal Control Officer</b>	Directs all actions dealing with animal emergencies.
<b>Health Officer</b>	Responsible for all public health issues. Coordinates with local hospitals and EMS units. Responsible for protecting the public's health.
<b>Public Works</b>	Completes all roadway damage assessment actions and develops repair cost estimates.
<b>Public Information</b>	The Town Council or its designee will provide emergency information to the public and will provide news releases to the media.

# Lincoln Emergency Operations Plan

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<b>Resource Manager</b>	A volunteer will be selected to coordinate procured and donated supplies and materials. This individual will also be responsible for acquiring additional transportation and facility assets that are needed.
<b>Communications Officer</b>	Answers the phone and base radio. Dispatches emergency personnel.
<b>Status Recorder</b>	Updates Incident Status information.
<b>Volunteer Coordinator</b>	Contacts and in-process all disaster volunteers. Works for the Resource Manager.



# Lincoln Emergency Operations Plan

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## Lincoln EOC Layout

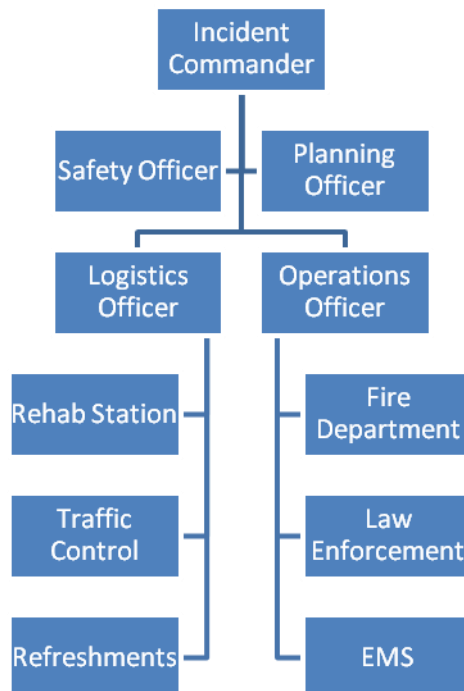
The following emergency functions will be accomplished during an emergency in Lincoln.

**Law Enforcement:** The Town of Lincoln has its own law enforcement department. Operational communications will be established between the Incident Commander on scene and the Police Chief. The EOC will maintain landline communications with the PRCC to coordinate additional law enforcement requirements.

**Fire Services:** The Lincoln Fire Department consists of paid full and part-time firefighters. Fire Department personnel may assist with damage assessment, search and rescue, firefighting, clearing debris, alerting the public, evacuation, and traffic control, if necessary.

**Emergency Medical Services:** The Town of Lincoln relies primarily on Penobscot Valley Hospital ambulances for Emergency Medical Services. Under varying situations, Lincoln may call on the following ambulance services: Old Town, East Millinocket, Mattawamkeag, Lowell or Howland. Operational communications will be established between the Incident Commander on scene and the Senior EMS Officer. The EOC will maintain landline communications with the regional hospitals.

**Public Works:** The Town of Lincoln has a full time Public Works Department. This department is responsible for highway maintenance and will assist in damage assessment.





# **Lincoln Emergency Operations Plan**

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## **ADMINISTRATION AND LOGISTICS**

The EOC may require 24-hour manning during the emergency period. Additional staff will be brought in as needed. Only the Town Council may authorize emergency town expenditures.

Situation reports are compiled twice daily and forwarded to the Penobscot County EMA; at 7 am and 6 pm. Each municipal official keeps a record of major events during EOC operations. The EM Director develops the event log. The Communications Officer keeps phone traffic logs. Additional operational reports are submitted as requested.

Any requirements for food, water, emergency power, fuel, heavy equipment, and supplies that are more than the Town of Lincoln can provide shall be requested from the Penobscot County EMA by the Police Chief and/or Fire Chief. The Town of Lincoln may require additional assistance (mutual aid) for response and recovery from other communities and from state agencies.

# Lincoln Emergency Operations Plan

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## MUTUAL AID EXHIBIT #1

AGENCY	1st RESOURCE	2nd RESOURCE	3rd RESOURCE
Emergency Management	Penobscot County EMA 945-4750	Maine EMA 1-800-452-8735 207-624-4400	FEMA Region I 617-956-7506 877-336-2734
Law Enforcement	Lincoln Police Department Emergency – 911	Penobscot County Sheriff 947-4636 1-800-432-7911	State Police Orono 866-2121 1-800-452-4664
Fire Protection	Lincoln Fire Dept. Emergency – 911	Lee Fire Dept. Tele # Bus. 738-3473 Emergency - 911	Mattawamkeag Fire Dept. Tele # 736- 2931 Emergency - 911
Fire Protection	Howland Fire Dept. Tele #Bus. – 732- 3600 Emergency – 911	Burlington Fire Dept. Tele # Bus. N/A Emergency – 911 207-732-3985	
Utilities	EMERA	Central Maine Power 1-800-696-1000	Consolidated Comm.
Ambulance Services	Howland Emergency – 911	Lowell 911	Mattawamkeag 911
Hospitals	Penobscot Valley Hosp. 794-3321	Eastern Maine Medical Center: 973- 8000 (ER) EMS RM: 973-7274	St. Joseph’s Hospital 262-5000 (ER) EMS RM: 262-1496
Red Cross	American Red Cross 941-2903 973-2903		
Public Works	Lincoln Public Works 794-6658	Maine DOT Bangor – 941-4500	Enfield – 732-3304 Springfield 738-2723 Winn – 736-4400
Environmental Protection	Maine DEP 1-800-482-0777	U.S. EPA 1-800-424-8802	Maine Forest Service 287-2791
National Weather Service	NWS Caribou 492-0170		
HazMat Information	Nat. Response Center 1-800-424-8802	CHEMTREC 1-800-424-9300	CHEM-TEL 1-800-255-3924
MISC Resources	Poison Control Center 1-800-442-6305	Military Shipments 1-800-851-8061	Center for Disease Control 1-800-442-6305

The Town of Lincoln uses the National Incident Management System (NIMS) version of the Incident Command System (ICS). During any emergency, an Incident Commander will be identified in the field to coordinate emergency response and recovery forces. Normally, the IC will be the Senior Fire Officer (SFO) from the Lincoln Fire Department. However, for incidents

## **Lincoln Emergency Operations Plan**

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such as a multi-jurisdictional forest fire or a hostage incident at the school, the IC may be a County or State Official. In this case, if possible, the SFO will seek to establish a Unified Command in order to represent the jurisdiction of the Town of Lincoln.

A Lincoln IC will maintain communications with and report to the Lincoln EOC, who will oversee all municipal activities. Most planning, logistics and financial duties will be carried out at the Lincoln EOC. The on-scene IC will assign a Planning Officer and Logistics Officer to coordinate support from the EOC and oversee planning and logistical resources located on-scene.

### **EOC CHECKLIST**

- | <b>X</b>                 | <b>ACTION</b>  |
|--------------------------|--|
| <input type="checkbox"/> | EOC Alert Status:  |
| <input type="checkbox"/> | EOC Notification From:   |
| <input type="checkbox"/> | Consider need to declare an emergency.   |
| <input type="checkbox"/> | Notify all EOC staff and volunteers.   |
| <input type="checkbox"/> | Activate and test all equipment.   |
| <input type="checkbox"/> | Begin message and event logs.  |
| <input type="checkbox"/> | Inspect emergency generator for fuel and start capability.   |
| <input type="checkbox"/> | Begin plotting and posting events.   |
| <input type="checkbox"/> | Brief staff upon arrival.  |
| <input type="checkbox"/> | When "manned and ready", report to Penobscot County EMA (945-4750).  |
| <input type="checkbox"/> | Review staffing pattern to ensure 24 hr. capability (if needed).   |
| <input type="checkbox"/> | Conduct "time check".  |
| <input type="checkbox"/> | Brief elected officials on status of EOC.  |
| <input type="checkbox"/> | Check on food, water, and sanitation supplies and make appropriate arrangements.   |
| <input type="checkbox"/> | Submit verbal and written situation reports to County EMA (Fax 942-8941).  |
| <input type="checkbox"/> | Establish EOC security procedures.   |
| <input type="checkbox"/> | Conduct periodic briefings for EOC staff.  |
| <input type="checkbox"/> | Determine shelter requirements, status of electrical and telephone, road damages/closures, isolated personnel, medical problems, weather conditions, etc.      |
| <input type="checkbox"/> | Review procedures for requesting assistance. Contact contractors for assistance.   |
| <input type="checkbox"/> | Maintain records of expenditures.  |
| <input type="checkbox"/> | Track mileage of vehicles used by town officials and volunteers. Track the work times of the town officials, EOC staff, fire department, and other volunteers. |
| <input type="checkbox"/> | Brief oncoming shift personnel of all events and pending actions.  |
| <input type="checkbox"/> | Prepare initial damage assessment information for submission to Penobscot County EMA.  |
| <input type="checkbox"/> | Contact area volunteer groups to assist with emergency recovery operations.  |

## Lincoln Emergency Operations Plan

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### STATE of MAINE – EMERGENCY / DISASTER SITUATION REPORT

<b>1</b>	Date: _____	Time: _____	Report # _____
<b>2</b>	Reporting Jurisdiction: _____		
<b>3</b>	<b>Type of Occurrence:</b> <input type="checkbox"/> Severe Storm <input type="checkbox"/> Transportation Accident <input type="checkbox"/> Hazardous Material <input type="checkbox"/> Earthquake <input type="checkbox"/> Flood <input type="checkbox"/> Forest Fire <input type="checkbox"/> Urban Fire <input type="checkbox"/> Other		
<b>4</b>	Time of Occurrence: _____	Location: _____	
<b>5</b>	<b>Direction &amp; Control:</b> EOC Activated <input type="checkbox"/> Y <input type="checkbox"/> N    Activation Level or # Staff _____ POC (name/title) _____    On Emergency Power <input type="checkbox"/> Y <input type="checkbox"/> N Contact Information: <input type="checkbox"/> Phone(s) _____ <input type="checkbox"/> Fax _____ <input type="checkbox"/> Radio(s) _____ <input type="checkbox"/> Other _____ Has local state of emergency been proclaimed? <input type="checkbox"/> Y <input type="checkbox"/> N Areas Included: _____		
<b>6</b>	<b>Weather Data:</b> <input type="checkbox"/> Clear <input type="checkbox"/> Rain <input type="checkbox"/> Freezing Rain/Ice <input type="checkbox"/> Snow <input type="checkbox"/> Fog Cloud Cover: <input type="checkbox"/> 0% <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100% Air inversion present <input type="checkbox"/> Y <input type="checkbox"/> N Temp _____ °F    Wind Speed _____ MPH    Wind Direction _____    Wind Chill _____ °F Pre-Event Rain/Snow Amount _____ "Since last SITREP _____ "Event Total Accumulation _____		
<b>7</b>	<b>Emergency Public Information / Alerting / Warning:</b> Has a fan out been accomplished <input type="checkbox"/> Y <input type="checkbox"/> N    Are media briefings being held <input type="checkbox"/> Y <input type="checkbox"/> N    Next _____ Has Emergency Public Information been disseminated: <input type="checkbox"/> Y <input type="checkbox"/> N    When: _____ Method(s) _____    Area(s) Covered: _____ General Content/Actions: _____		
<b>8</b>	<b>Population Effects/Sheltering:</b> ___ Dead                      ___ Injured                      ___ Missing                      ___ Evacuated <input type="checkbox"/> Evacuations Ordered    From/To or Area Affected _____ Shelters: (location, capacity, status) Location(s) _____, _____, _____ # Shelters Open _____    Total Occupancy _____ <input type="checkbox"/> In place sheltering ordered <input type="checkbox"/> Curfew in effect (     to     )		
	<b>Jurisdiction:</b> _____		

## Lincoln Emergency Operations Plan

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<b>9</b>	<b>SIT REP Summary/Notes/Comments:</b>  
<b>10</b>	<b>Infrastructure Impacted:</b> Major Roads/Highways/Bridges Closed: _____ Water/Sewer/electrical: _____ Airports/Railways/Ports/Other Closures: _____ Communications - towers, telephones: _____
<b>11</b>	<b>Emergency Services:</b> (Fire, EMS, Law Enforcement, Public Works, Hospitals, Volunteers, etc.) General Activities:  Depts./Facilities/Equipment out of service:  Mutual Aid Activities:
<b>12</b>	<b>Damage Assessment:</b> Underway <input type="checkbox"/> Y <input type="checkbox"/> N      Form 7's to be submitted. Estimated % Complete: _____ Public Estimated % Complete: _____ Private Estimated % Complete: _____ Homes Estimated % Complete: _____ Business/Economic
<b>13</b>	<b>Assistance Required:</b> <input type="checkbox"/> No <input type="checkbox"/> Being Prepared <input type="checkbox"/> Attached <i>If assistance is required please attach a completed Request for Assistance</i>
<b>14</b>	Prepared By: _____ Approved: _____              Time Sent: _____ Delivery Method: <input type="checkbox"/> Voice <input type="checkbox"/> Fax <input type="checkbox"/> email <input type="checkbox"/> Packet Radio <input type="checkbox"/> Courier <input type="checkbox"/> Modem

<b>THE CONTENT OF THIS FORM IS INFORMATIONAL ONLY AND DOES NOT CONSTITUTE A REQUEST OF ANY TYPE</b>
Revised 4/27/05

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# Lincoln Emergency Operations Plan

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## STATE of MAINE

### LOCAL EMERGENCY / DISASTER SITUATION REPORT

#### SITUATION REPORT INSTRUCTIONS

##### 1. Introduction

During an emergency, information on the nature, severity, and extent of the hazard's effects must be collected and analyzed. The results must be reported through established channels. This information provides officials a logical basis for their response decisions.

Following a hazard incident, local field units must promptly conduct a rapid reconnaissance of affected areas to assess the situation and report the information to local officials. This information should be consolidated at each level. The information is then reported to the Penobscot County EMA.

Depending on the severity of the situation confirmed by the reports, a decision is made at each level of government on the declaration of a "State of Emergency".

When required, these actions are followed by a detailed assessment of damage to both the public and private sector. These estimates (in dollar amounts) serve as the basis for a request of a Presidential disaster declaration. (See Appendix F - Damage Assessment).

##### 2. Situation Reporting

Following the initial area reconnaissance, reports are required at least daily to provide detailed information to the various levels of government. Reports normally originate at the municipal level. They identify the area being reported on and include observed damage. They shall be submitted through the Penobscot County EMA to MEMA and consist of the following types of reports:

- a. Verbal Reports: The first report is submitted by radio or telephone. Verbal reports are submitted as quickly as possible following a hazard incident.
- b. Situation Reports: A refined Situation Report is prepared and submitted through the County to State EMA at least daily or as requested. This report defines affected areas, identifies closed roads and highways, estimates the number of dead or injured, homes damaged, and resources needed.

Reports will provide, as a minimum, the information contained in the Situation Report Form. (See Appendix I - Damage Assessment for further reporting requirements.)

# Lincoln Emergency Operations Plan

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## APPENDIX B – COMMUNICATIONS

### PURPOSE

Communications during an emergency are critical. This Appendix shall describe the communications capabilities of the Town of Lincoln. Exhibits shall also provide telephone and radio lists.

### SITUATION AND ASSUMPTIONS

Most local emergencies leave the telephone system intact, however certain disasters, such as a severe winter storm, could knock out telephone communications. Telephones shall be used as the primary means of communicating. Two-way radios shall be used as a secondary and augmenting means of communication to the telephone system to communicate with personnel in vehicles or in the field. As much as possible, e-mail shall be used to transfer photos and large amounts of data.

When neither telephone nor radios are functioning or unable to reach the intended party, runners may be used as an emergency stopgap measure. Volunteers with appropriate vehicles (4WD, ATV, snowmobiles, etc.) will be requested to support this measure. Additionally, Penobscot County EMA can activate ARES/RACES HAM radio personnel.

### CONCEPT OF OPERATIONS

The EOC shall communicate by telephone whenever possible. The primary EOC phone number is 207-794-8455. The alternate EOC phone number is 207-794-2610.

The Fire Department has approximately 5 mobile radios and 16 portable radios with PRCC, State Fire, and several local fire department radio frequencies. Radio traffic may be relayed through the PRCC and the radio base station at the Public Safety Building.

The Public Safety Building has a multi-channel two-way radio base station. Contact with PRCC is possible. Firefighters are also issued a radio-pager. Page-outs may be initiated from the Public Safety Building or PRCC. All fire trucks are equipped with mobile truck radios.

The town has a website and email capabilities at the following addresses: <http://www.lincolnmaine.org/> and [polcechief@lincolnmaine.org](mailto:polcechief@lincolnmaine.org). Reports and pictures can be e-mailed as long as Internet service has not been interrupted.

Facsimile transmissions may be down through the Town Office at 207-794-2606 and Public Safety Building at 207-794-2609.

If the telephone system is down, then the radio system will become the primary means of communication. However, if the Town loses the ability to recharge the radios and pagers, it may become necessary to set up a system of “runners”. Runners are defined as people with transportation who will be used to hand deliver messages.

### ADMINISTRATION AND LOGISTICS

The EOC shall determine what communication requirements are needed and allocate town resources as necessary. Consideration should also be made to determine what private communication assets may be borrowed or rented from local residents and volunteer groups

## Lincoln Emergency Operations Plan

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**NOTE: LOCAL TELEPHONE LISTINGS ARE AVAILABLE AT EITHER THE TOWN OFFICE OR PUBLIC SAFETY BUILDING.**

### RADIO FREQUENCIES EXHIBIT #2

	<b>Transmit</b>	<b>Receive</b>	<b>PL Transmit</b>	<b>PL Receive</b>
TAC Almanac Mt. (Springfield)	158.730	155.490	82.5	82.5
TAC Picard Mt. (Dixmont)	155.490	158.730	114.8	114.8
TAC Black Cap (Eddington)	155.490	158.730	100.0	100.0
TAC Fish Hill (Lincoln)	155.490	158.730	94.8	94.8
TAC Bull Hill (Charleston)	155.490	158.730	107.2	107.2
COMM Almanac Mt. (Springfield)	158.775	153.740	82.5	82.5
COMM Picard Mt. (Dixmont)	153.740	158.775	100.0	100.0
COMM Black Cap (Eddington)	153.740	158.775	114.8	114.8
COMM Fish Hill (Lincoln)	153.740	158.775	107.2	107.2
COMM Bull Hill (Charleston)	153.740	158.775	77.0	77.0
State Fire	154.310	154.310		
Statewide Car to Car (Limited 1 to 3 miles)	154.695	154.695	192.8	
	154.905	154.905		
County Fire	154.295	154.295		
Penobscot County Sheriff's Depart.	155.490	158.73	94.8	
Lincoln Search & Rescue	NA	NA		
Lincoln Fire Dept.	153.800	155.685	114.8	
Penobscot Valley Hospital	155.355	-	141.3	
Penobscot Fire Dispatch	153.740	155.775	94.8	
Howland Fire Dept.	154.115	-	192.8	
Mattawamkeag Fire Dept.	153.815	-	100.0	
Lee Fire Dept.	154.280	-	-	
Burlington Fire Dept.	154.400	-	94.8	
Lincoln Police Dept. Local	155.535	-	114.8	
Nationwide Car to Car	155.475	-	192.8	
Lincoln Highway Dept.	156.000	-	114.8	



## Lincoln Emergency Operations Plan

### ORGANIZATIONAL CONTACTS EXHIBIT #3

AGENCY	LOCATION	TELEPHONE	FAX
American Red Cross	Bangor	941-2903	
EMERA Emergency Line Only Central Dispatch	Bangor	941-6666 973-2000 973- 2098	
CHEMTREC	Washington D.C.	1-800-424-9300	
Civil Air Patrol	72 Broadlawn, Brewer	989-2842	
Eastern Maine Medical	489 State Street, Bangor	973-7000	973-9538
FEMA Region I	Maynard, MA	617-223-9540	
Forest Fire Control	Augusta	287-2275	
General Aviation Weather	Bangor Airport	1-800-992-7433	
Hospital	Penobscot Valley Hospital	794-3321	
Lincoln Town Office	63 Main St	794-3372	794-2606
Lincoln Public Safety	1 Adams St.	794-2610	794-2609
Maine DEP	Augusta	1-800-482-0777	
Maine DOT (Spill Contain)	Augusta	289-2551	
Maine EMA	Augusta	1-800-452-8735	287-3178
Maine Floodplain Mgmt	38 House Station, Augusta	287-8063	
Maine Geological Survey	22 House Station, Augusta	287-2801	
Maine State Police	Augusta	1-800-452-4664 866-2121	
National Response Center	2100 2nd St. SW D.C.	1-800-424-8802	
National Weather Service	Caribou	492-0170	
Penobscot County EMA	97 Hammond St. Bangor	945-4750	942-8941
Penobscot Regional Communications Center	Bangor	945-4636	942-9431
Penobscot County Sheriff	85 Hammond St. Bangor	947-4585	945-6047 947-5926
Poison Control Center	22 Bramhall Street, Portland	1-800-442-6305	
Radio Station - Fm 106.5	49 Acme Rd, Bangor	989-5204	
Radio Station - Fm 100.3	861 Broadway, Bangor	990-3100	
Radio Station - Fm 94.5	184 Target Circle, Bangor	947-1234	
St. Joseph's Hospital	360 Broadway, Bangor	262-5000	
TV-WABI/5	35 Hildreth St., Bangor	947-8321	
TV-WLBZ/2	329 Mt Hope Ave, Bangor	942-4821	
TV-WMEB/12	65 Texas Ave, Bangor	941-1010	
TV-WVII/7	371 Target Ind. Circle, Bangor	945-6457	
Consolidated Communications			

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# Lincoln Emergency Operations Plan

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## APPENDIX C - WARNING

### PURPOSE

This Appendix describes the current warning capabilities of the Town of Lincoln and Penobscot County.

### SITUATION AND ASSUMPTIONS

The primary National Warning System (NAWAS) warning point for Penobscot County is the Penobscot County Regional Communications Center (PRCC) located at 97 Hammond Street in Bangor. The PRCC number is 1-800-432-7911 or 942-7911. The PRCC is staffed on a 24-hour basis and notifies jurisdictions of warnings received. The Penobscot County EMA is the alternate warning point. The National Oceanic and Atmospheric Administration (NOAA) weather radio system serves the entire county. It also provides warnings of hazard situations; e.g., severe weather, national security and nuclear power incidents.

The primary local warning point is the Lincoln Public Safety Building, located at 1 Adams Street. The Fire Department, EM Director and Police Department can be radio-paged out by PRCC. The EM Director is responsible for alerting the Town Council and other Town officials of any warnings. He is also responsible for providing warning to the Regional School Unit #67 and the public via warning devices and mobile notification.

### CONCEPT OF OPERATIONS

The dispatcher at the Penobscot County Warning Point (PCRCC) disburses information to the local jurisdictions, by contacting the municipal emergency management directors.

The Emergency Alert System (EAS) is activated according to the Maine Emergency Alert System Plan. The Lincoln EM Director may contact the Penobscot County EMA Director or PRCC to request activation of the EAS system. Penobscot County will pass the request to the Maine Emergency Management Agency (MEMA) who can complete the EAS activation. Notification to area radio stations may be made directly by personnel authorized under this plan.

### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Lincoln Town Council is responsible for ensuring that alerting and warning capabilities exist and that special needs populations (school children and elderly) are notified.

The EM Director shall be responsible for updating information to the necessary parties.

The EOC shall initiate warning communications to town residents through phone calls, traveling teams or by commercial radio stations.

### ADMINISTRATION AND LOGISTICS

The EOC Communications Officer will make verbal and written reports of alert notifications received, actions taken, and times of completion. These reports shall be recorded and given to the EM Director.

# Lincoln Emergency Operations Plan

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## MOBILE NOTIFICATION ROUTES - EXHIBIT #4

VEHICLE	ROADS (In Order) Starting From Public Safety Building
1	<i>Rt. 2 North East</i>
2	<i>Rt. 2 South West</i>
3	<i>Rt. 6 East</i>
4	<i>Rt. 155 South</i>
5	<i>Rt. 2 South West to River Road to I-95 North &amp; South</i>

## WARNING CHECKLIST

### X ACTION

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\_\_\_\_\_ Received notification:

\_\_\_\_\_ Fan-out Information:

\_\_\_\_\_ If limited warning time, the following actions may be undertaken by the EOC and Fire Department.

- \_\_\_\_\_ a. Telephone and radio callout.
- \_\_\_\_\_ b. Mobile notification routes with public address system or door-to-door notification.
- \_\_\_\_\_ c. Warning notification to all Lincoln schools.

\_\_\_\_\_ Other public warning is used as available and as time permits.

- \_\_\_\_\_ a. Radio announcements.
- \_\_\_\_\_ b. Television announcements.

\_\_\_\_\_ Keep signed logs of emergency communication traffic.

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# Lincoln Emergency Operations Plan

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## APPENDIX D - EVACUATION

### PURPOSE

This Appendix will describe the provisions for the Town of Lincoln to ensure the safe and orderly evacuation of residents threatened by disaster situations.

### SITUATION

Evacuation may be used to protect the health and safety of the public. Private vehicles and school buses are the primary means of transportation. Emergency services vehicles are also used when needed for incapacitated people. No one can be forced to leave their home, but efforts are made to inform every one of the threat and available help for evacuees.

Town residents may be evacuated if they are threatened by an out-of-control forest fire, a hazardous materials accident, or a severe storm. A fire threat exists in all parts of town but primarily in the heavy forested rural areas. The most likely location for a hazardous materials accident is along the Route 2, Route 6, or River Road traffic corridor. Although a terrorist attack is unlikely, the most probable location for such an attack would be the school system. A slow, controlled evacuation of some residents may take place in a severe weather event. The most likely evacuees will be elderly residents or families who lose the ability to heat their homes.

### CONCEPT OF OPERATIONS

The EM Director will oversee a general evacuation of residents within the town. Assistance may be requested from Penobscot County EMA and the State of Maine.

For a terrorist situation, the Police Chief of the Town of Lincoln will oversee the evacuation of the immediate area around the incident. They may request manpower and equipment assistance from the Maine State Police, Penobscot County Sheriff's Department and the Lincoln Fire Department.

The characteristics, path, and magnitude of the hazard determine the number of people to be evacuated, the time available, the evacuation routes, and the distance of travel. The EM Director is responsible for the final route determination. Evacuation will be coordinated with shelter operations, emergency information and traffic control operations.

The general population uses private transportation. Those without transportation, including elderly and handicapped are transported by other means. The EOC will contact the Superintendent of RSU No. 67 in order to request school buses to aid in the evacuations.

Evacuation and reentry instructions are given via radio, television, and by traffic control personnel. Signs and cones may be needed to help direct evacuees.

### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Town Council has the authority for establishing evacuation policy. The EM Director coordinates evacuation activities, compiles all evacuation information, and keeps the Town Council informed. The Police and/or Fire Department, with assistance from the Penobscot County Sheriff's Department and State Police, shall be responsible for traffic control and barricades. The Animal Control Officer will coordinate efforts for the evacuation and sheltering of animals, especially farm animals.

# Lincoln Emergency Operations Plan

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## ADMINISTRATION AND LOGISTICS

The Town Council, or its designee, is responsible for ordering evacuation to protect the health and safety of the public. The first responding emergency services personnel will initiate emergency evacuation of a threatened area and will notify headquarters.

An attempt should be made to record the names of all those residents who have been evacuated and their shelter location. Return to the evacuated area takes place when it is deemed safe for the citizens to return. Reentry will be handled in the same way as the evacuation.

Emergency services personnel in the field shall report the status of evacuation to their agency. The agency keeps the EOC informed. The EOC informs the Penobscot County EMA of response actions.

## SPECIAL NEEDS FACILITY INFORMATION - EXHIBIT #5

Facility and Location	Population	Phone	Transportation	Destination
Mattanawcook Academy 33 Reed Drive	500	794-6711	School bus	To be determined*
Mattanawcook Junior High 45 School St.	450	794-8935	School bus	To be determined*
Ella Burr Elementary 23 Ella P Burr St.	475	794-3015	School bus	To be determined*
Region 3 17 West Broadway	120	794-8596	School bus	To be determined*
Colonial Acres	89	794-6025	School bus	To be determined*
Penobscot Valley Hospital Transalpine	300	794-3321	School bus	To be determined*

\*Shelter locations will be determined based on location and size of event.

# Lincoln Emergency Operations Plan

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## EVACUATION INFORMATION FORM

Roads/Areas to be Evacuated:	
Roads to Use for Evacuation:	
Shelters established:	
Method to disseminate information to those affected:	
How much time to complete evacuation:	
Evacuation Directed at (time):	
Transportation Assets to come from:	
Signage made by:	
Signage to be located at:	
Traffic Control Points set up at:	
Medical Support provided by:	

# Lincoln Emergency Operations Plan

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## APPENDIX E - RESOURCE MANAGEMENT

### PURPOSE

This Appendix will list resources in the Town of Lincoln or in neighboring communities.

### SITUATION AND ASSUMPTIONS

All emergency situations will require manpower, communications, and vehicles.

*(update)* Lincoln has eight fulltime and 10 part-time law enforcement officers. In addition, there are eight fulltime and 24 Call Fire Fighters. Usually there is two law enforcement officer and two fire engineers on duty each day. On duty staff will be given assignments as needed. The initial manpower source will be the on-duty police and fire staff. Additional firefighters and police officers may be called in as needed and asked to report to the Public Safety Building for instructions. The EMA Director will be notified of the emergency and will make any necessary notifications to the Town Manager and/or Town Council. The EOC will contact town residents to volunteer, if needed. Manpower requests should also be forwarded to the Penobscot County EMA.

If the equipment owned by the Town of Lincoln is not sufficient to respond to the emergency, additional equipment may be requested from local contractors and individual residents. The Town of Lincoln owns the following equipment: two pumpers, one pumper/tanker, one tanker, one ladder truck, four police cruisers, one boat, one brush truck, six dump trucks equipped with plow and sanders, a pick-up with plow, grader, bull dozer, loader, skid steer and two backhoes. The town also owns a John Deere farm tractor with snow blower for use exclusively at the airport. Although there are no contracts, a list of local contractors and individual residents who own various pieces of construction equipment has been compiled in Exhibit #6.

Shelter and mass care locations will be established as needed at any of the following locations depending upon the location of the emergency situation: Penobscot Valley Hospital, Mattanawcook Academy, Mattanawcook Junior High School, Ella P. Burr School, or the Ballard Hill Community Center.

Communications consists of telephones in the Town Office and the Public Safety Building and several two-way radios and cellular phones. Requests for additional communications equipment will be made to the Penobscot County EMA and PRCC.

Forest fires will require a great deal of manpower and water transportation; therefore, mutual aid agreements with neighboring communities and the Maine Forest Service are necessary.

Hazardous material incidents will require outside support (tech team from Orono) immediately. The ME DEP, the owner of the HazMat, is responsible for cleanup; however, the Fire Department is responsible for establishing hot, warm and cold zones, decontaminating, isolating and evacuating contaminated people, collecting and up-channeling information on the incident, and restricting access. PRCC and Penobscot County EMA must be notified immediately.

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## **Lincoln Emergency Operations Plan**

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Severe winter storms will require snow removal and flooding will require debris clearance for local roads, and electrical power generation for the Public Safety Building, Town Office and shelters. Currently the Public Safety Building is equipped with stand-by generator.

### **CONCEPT OF OPERATIONS**

The Town of Lincoln will use its local resources and will call upon disaster mutual aid before contacting Penobscot County for assistance. The Penobscot County EMA then coordinates resource acquisition. Records are kept of the deployment of resources. The Lincoln EOC will inventory town resources, replenish depleted stock and recondition or replace used equipment after an emergency.

The storage, maintenance and replacement of equipment and materials borrowed from the county and state are the responsibility of the Town of Lincoln. This information will be tracked on a wall-mounted status board or a computer-based spreadsheet. In a Presidential Declared Disaster, the Federal Emergency Management Agency (FEMA) and the Maine Emergency Management Agency (MEMA) establish Disaster Application Centers (DACs) in the most seriously damaged areas. Officials at the Federal, State and County levels decide the final numbers and locations of the DACs. Individual victims and businesses go to DACs to apply for assistance.

The Town Manager or his/her designee will attend FEMA assistance briefings to initiate the application process for facilities. Accurate records of damages and expenditures are kept for federal reimbursement. Following a Presidential Disaster Declaration, the cost of local emergency response operations may be partially reimbursed through a federal disaster assistance program. Protective measures also may be reimbursed.

### **ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

This plan identifies the Emergency Management Agency Director as Lincoln's Resource Management Officer. He/she is responsible for tracking major resources and those resources obtained from outside sources. Specific attention is given to the unique needs of special care facilities and populations.

A staging area will be established at the Public Safety Building.

The Town Council will establish contracts or expend town funds to procure emergency supplies, equipment, materials, and services.

The Town Council administers the community's assistance programs. The town provides for basic needs of the affected population through local emergency assistance programs. The Town Council or its designee will provide Disaster Assistance information to the town's residents.

The Public Works Director and State of Maine Department of Transportation will coordinate resources to reopen blocked or damaged roads and bridges.

The EOC will coordinate the receiving of donations and the use of volunteers.



## Lincoln Emergency Operations Plan

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### ADMINISTRATION AND LOGISTICS

The EOC staff will identify needs that cannot be met with local and mutual aid resources, and track these needs. When it appears local resources will be exhausted, a request for assistance shall be made to the Penobscot County EMA.

### EMERGENCY RESPONSE EQUIPMENT - EXHIBIT #6

Name	Dump Truck	Plow	Excavator	Loader	Bulldozer	1 Ton Dump	Flatbed
Sargeant's 794-6581	Y	PU	-	Y	Y	-	-
EH Graham 794-3224	Y	DT	-	Y	-	Y	-
Mark Littlefield 794-2212	Y	-	Y	-	Y	-	-
Porter's Construction 794-8227	YY	PU	Y	Y	Y	Y	-
Sheridan Smith 794-3072	Y	DT/PU	Y	Y	Y		-
Nicastro's Landscaping 290-0451	-	PU	-	Y	-	Y	-
EH Downs 794-2914	Y	PU	Y	Y	Y	Y	-
Ridge Runner Ranch 794-4862	-	PU	-	Y	-	-	Y

# Lincoln Emergency Operations Plan

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## **FIRE DEPARTMENT INVENTORY - EXHIBIT #7**

FIRE CHIEF'S NAME: Les Brown

### **Communications**

Fire-Emergency Phone: 911

Public Safety Building Non-Emergency Phone: 794-8455/794-2610

Mobile Radios: 8

Pagers:20

Portable Radios: 30

Radio Call Letters: WQGF406

Radio Frequencies Assigned: Local: 153.800 Other: 154.310 (State Fire)

### **Personnel**

Paid Call: 13

Paid Full Time: 13

Paid Part Time: 0

Volunteers: 0

Total Number on the Department: 26

### **Number of Haz-mat Trained:**

OPS: 6 , TECH: 2 , NIMS: 22

### **Equipment**

Aerial Trucks: 1 Height: 95 ft.

Indian Tanks: 5

Portable Flood Lights: 0

Portable Generators: 2

Portable Pumps: 3 Capacity: 75 gpm to 250 gpm

Pumpers under 500 gpm: 1

Pumpers 500 gpm to 750gpm: 0

Pumpers over 750 gpm: 3

Tank Trucks: 0 Capacity: 2000 Pumper/Tanker 2500 gal.

### **Hose**

1 ½" Hose: *See Below* Type Thread: NPSH

1 ¾" Hose: 1700ft. (Includes 1.75 and 1.5 in. hose) Type Thread: NPSH

2 ½" Hose: 1000ft. Type Thread: NH

Ldh 4": 3500ft Type Coupling: 4 ¼ turn Stortz

Hose Adapters: Many

### **Foam**

Class A (gal.): 0 Type Induction System: # Portable Eductor & # In Engine

# Lincoln Emergency Operations Plan

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Class B (gal.): 0 Type Induction System: # in Trucks, #I portable Eductor

## **Specialized Equipment**

Chainsaws: 4 Roof saws: 2  
Number of ATV's: 0  
Haz Mat Suits: 0 Type:  
Jaws of Life: 2  
Port-a-power: 1  
Rescue Boats: 1 Size: 14 ft. HP: 20hp  
Rescue Sleds: 0  
Rescue Snowmobiles: 0  
Scott Air Packs: 20 (16 4.5's, 4 2.2's) Spare Bottles: 49 (34 4.5's, 15 2.2's)  
Thermal Imaging Cameras: 2  
Utility Vehicles: 1 Type: Mini-Pumper Plow:  
Staff Vehicles: 0

## **Monitoring & Detection Equipment**

, 2 Sensit 4-gas Meter,

## **Other Emergency Equipment**

Cold Water Rescue Suits – 4 Mustang suits , Life Vest 4 Rescue Vests, 4+ Regular Vests, Throw Ropes 4 70 ft. lengths floatation rope and several feet of other throw rope, Liter/Basket 2

## **Mutual Aid Written Agreements**

The Town of Lincoln has written agreements with the Towns of Howland, Lee, Lowell, Burlington, Penobscot County and Mattawamkeag for mutual aid and provides fire suppression services for the Towns of Enfield, Winn, and Chester.

## **Fire Fighting Apparatus**

<b>YEAR</b>	<b>MAKE</b>	<b>MODEL</b>
2002	Pierce	LTI Fire Truck
1998	GMC	Fire Truck
2002	Freightliner	Fire Truck
2019	HME	Custom Fire Apparatus
2004	Ford	550 Mini-Pumper

# Lincoln Emergency Operations Plan

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## **PUBLIC WORKS – EQUIPMENT/RESOURCE INVENTORY - EXHIBIT #8**

**Director: Dennis Bullen**

**Communications:**

Emergency Phone: 911  
Non-Emergency Phone: 794-6658  
Cellular Phones: Dennis Bullen 290-7174

Mobile Radios: NA  
Pagers: NA  
Portable Radios: 2  
Radio Call Letters:  
Radio Frequencies Assigned: 156.000  
Local: Other:

**Personnel:**

Paid Full Time: 8  
Paid Part Time: 0  
Total Number on Department: 9

**Haz Mat Training Levels: (Please list only the highest level accomplished)**

Awareness Level: X  
Operations Level:  
Technician Level:  
ICS:

**Vehicles:**

Automobiles:  
Trucks: 1                                  4WD: YES     Plow: 8.5 fisher  
Dump Trucks: 6                                 Size: 4 -7Yd. Dump with plows  
    2-10Yd. Dump with plows

Graders: 1 - 2001 JD 670  
Backhoes: 1- 2014 JD  
Bulldozers: 1 - 450 JD  
Loaders: 1- 2011 CAT 924H  
Sidewalk Plow: 1 - Trackless  
Other: 1 – 2011 Alliance Street Sweeper

**Miscellaneous:**

Barricades: 10  
Signs: some  
Cones: 150

# Lincoln Emergency Operations Plan

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## **VOLUNTEER MANAGEMENT**

The EM Director and/or EOC coordinate the efforts of Lincoln’s volunteer organizations and unaffiliated volunteers. The OEM Director will determine what volunteers are needed for what roles, depending on the type and severity of the incident. The OEM Director will appoint an individual to be the Volunteer Coordinator. This person will report to the Resource Manager. The Volunteer Coordinator will set up a Disaster Volunteer Reception Center in either the Public Safety Building or the Town Office. This individual will make phone calls to residents requesting their volunteer support.

The Public Information Officer will contact the area TV and Radio stations and request they make an announcement regarding the need for and type of volunteers.

Residents who volunteer at the Disaster Volunteer Reception Center will be processed into the EMA organization using the “Disaster Volunteer Survey” sheet that follows this page. Contact information and special skills will be recorded. The survey sheets will be sent over to the EOC for use in assigning volunteers to specific jobs.

Some supply items that the Volunteer Coordinator will need are: pen, pencil, highlighter, paper, clipboard, stapler, post-it pad, Disaster Volunteer Survey Forms and a Lincoln telephone listing.

Once assigned to a disaster role, Disaster Volunteers will be issued a Lincoln OEM Badge that identifies their name and volunteer duty position. They will be integrated into the emergency response organization.

## **DONATIONS MANAGEMENT**

The Public Information Officer shall use the media, brochures and phone calls to request contributions from the public. The Lincoln Town Treasurer will create a separate account for these donations and establish an accounting system to track the contributions.

For material donations, the OEM Director will appoint a Donations Manager, who will work for the Resource Manager. The Donations Manager will use any available space in the Public Safety Building or seek space at another facility to receive, inventory and distribute donated materials.

<b>Item Received</b>	<b>Quantity Available</b>	<b>Category</b>	<b>Person Donating</b>	<b>Date Received</b>

## Lincoln Emergency Operations Plan

<b>LINCOLN - DISASTER VOLUNTEER SURVEY FORM</b>			
<b>NAME</b>			
<b>HOME ADDRESS</b>			
<b>HOME/WORK PHONE</b>			
<b>E-MAIL ADDRESS</b>			
<p>The purpose of this survey is to identify volunteers' special skills. Please indicate the area(s) where your special skills are and return this survey to the Volunteer Coordinator when you finish.</p>			
<input type="checkbox"/> Doctor: _____ <input type="checkbox"/> Nurse: _____ <input type="checkbox"/> EMS: _____ <input type="checkbox"/> First Aid <input type="checkbox"/> CPR <input type="checkbox"/> Mental Health <input type="checkbox"/> Child Care <input type="checkbox"/> Elderly Assistant <input type="checkbox"/> Veterinary <input type="checkbox"/> Animal Care <input type="checkbox"/> Minister	<input type="checkbox"/> Emergency Mgmt <input type="checkbox"/> Shelter Management <input type="checkbox"/> Firefighter <input type="checkbox"/> HazMat: _____ <input type="checkbox"/> Law Enforcement <input type="checkbox"/> Traffic Control <input type="checkbox"/> Security <input type="checkbox"/> Search & Rescue <input type="checkbox"/> ARC Trained <input type="checkbox"/> Food Services <input type="checkbox"/> Social Worker	<input type="checkbox"/> Ham Radio Operator <input type="checkbox"/> Dispatcher <input type="checkbox"/> Phone Operator <input type="checkbox"/> Public Information <input type="checkbox"/> Photographer <input type="checkbox"/> Language: _____ <input type="checkbox"/> Clerical <input type="checkbox"/> Computer User <input type="checkbox"/> Legal Affairs <input type="checkbox"/> Safety Officer <input type="checkbox"/> Accounting	<input type="checkbox"/> Engineer: _____ <input type="checkbox"/> Damage Assessment <input type="checkbox"/> CERT Trained <input type="checkbox"/> Carpenter <input type="checkbox"/> Metal Worker <input type="checkbox"/> Plumber <input type="checkbox"/> Electrician <input type="checkbox"/> Heating <input type="checkbox"/> Equipment: _____ <input type="checkbox"/> Bus Driver <input type="checkbox"/> Material Inventory <input type="checkbox"/> Janitorial
<p>Please list any special equipment, materials or facilities that you have that could be used during this Emergency/Disaster.</p>			
<p>Do you have any Health Limitations? If yes, please explain.</p>			
<p>I, for myself and my heirs, executors, administrators and assigns, hereby release, indemnify, and hold harmless the Town of Lincoln from all liability for any and all risk of damage or bodily injury or death that may occur to me (including any injury caused by negligence), in connection with any volunteer disaster effort in which I participate. I will abide by all safety instructions and information provided to me during disaster relief efforts. Further, I expressly agree that this release, waiver, and indemnity agreement is intended to be as broad and inclusive as permitted by the State of Maine, and that if any portion thereof is held invalid, it is agreed that the balance shall, notwithstanding, continue in full legal force and effect.</p> <p>I have no known physical or mental condition that would impair my capability to participate fully, as intended or expected of me.</p> <p>I have carefully read the foregoing release and indemnification and understand the contents thereof and sign this release as my own free act.</p>			
Volunteer	Sign:	Date:	

# Lincoln Emergency Operations Plan

## EMERGENCY MANAGEMENT VOLUNTEER LISTING

NAME	PHONE	ADDRESS	TASK ASSIGNMENT

### LOCAL COMMUNITY SERVICE GROUPS

- Masons
- VFW & American Legion
- Knights of Columbus
- Boy Scouts

# Lincoln Emergency Operations Plan

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## STATE OF MAINE REQUEST for ASSISTANCE FORM

### Part I: REQUEST

01	Requested By: LINCOLN TOWN COUNCIL	Date:	Time:
02	County: PENOBSCOT		
03	Jurisdiction: TOWN OF LINCOLN		
04	Resource Requested:		
05	Location Requested:		
06	Remarks:		

### Part II: ALLOCATION

07	Allocator:		
08	Resource Available:	___ YES	___ NO
09	Resource Provider:	Telephone:	
10	Type/Quantity of Resource Allocated:		
11	Remarks:		

### Part III: DISPOSITION

12	Location of Committed Resource:		
13	Resource Arrived:	Date:	Time:
14	Assigned to (Name):	Telephone:	
15	Resource Used For:		
16	Remarks:		
17	Resource Returned to:	Date:	Time:



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# Lincoln Emergency Operations Plan

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## APPENDIX F - DAMAGE ASSESSMENT

### PURPOSE

This Appendix will describe the actions to be taken and forms to be completed for the Town of Lincoln Damage Assessment program.

### SITUATION AND ASSUMPTIONS

When extensive property damage, injuries, or loss of life occurs, a damage assessment expedites response and recovery operations.

The Public Works Director will assess damages to town roads and bridges.

The Fire Department, along with other volunteers, will be organized into Damage Assessment Teams in order to assess damages to homes, etc. American Red Cross and MEMA guidance will be used.

All damage assessments and repair cost estimates will be reported to the EOC, and then up-channeled to the Penobscot County EMA as soon as possible. A verbal report may be completed prior to a written one.

### CONCEPT OF OPERATIONS –

There are three phases of damage assessment.

**Basic Situation Appraisal (MEMA Form 7):** Accomplished by the Town Council and the EM Director to determine the need for immediate aid and to estimate the magnitude and severity of the situation. A MEMA Form 7 and instructions for completion follow this page. It is designed to measure impact as it relates to possible Emergency Disaster Declarations by the Governor or the President.

The MEMA Form 7 is sent by e-mail, phone, fax or hand delivered to the Penobscot County EOC as soon as possible. The Penobscot County EOC Director reviews the assessment information and forwards it to the Maine Emergency Management Agency (MEMA).

**Preliminary Damage Assessment:** This assessment is completed by state and federal damage assessment personnel with input and guidance from local officials. These personnel will assess damages to publicly owned property (bridges and roads). They also verify private damages included on the submitted MEMA Form 7. The Penobscot County EMA is the liaison between these teams and local officials.

**Damage Survey:** After Disaster Declaration by the President, state and federal personnel conduct a more detailed survey for cost estimates of repairs to public property. The Town Council provides guidance.

### ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Town Council is responsible for assuring an initial situation appraisal is conducted. The OEM Director is responsible for coordination with the county, state and federal personnel involved in damage assessment.

# **Lincoln Emergency Operations Plan**

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## **ADMINISTRATION AND LOGISTICS**

Initial damage assessment reports to county may be verbal, but are followed with hard copy information on a Form 7 within 24 hours. Prompt submission of a Form 7 is necessary for assistance from the state and federal governments in recovering from a disaster.

# Lincoln Emergency Operations Plan

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## DAMAGE and INJURY ASSESSMENT FORM 7

<input type="checkbox"/> Original <input type="checkbox"/> Revision #		Date:
Type of Disaster:		Date(s) of Occurrence:
Jurisdiction (Town, county, agency, etc.):		County:
Population:		
Area Affected (northeast, west side, etc.):		
Information provided by:		
Name:		Title:
Address:		Day Phone:
		Evening Phone:
<b>PUBLIC DAMAGE</b>		
<b>A</b>	<b>DEBRIS REMOVAL</b> (trees, building wreckage, sand, mud, silt, gravel, vehicles, and other disaster-related material)	\$
<b>B</b>	<b>EMERGENCY PROTECTIVE MEASURES</b> (sandbagging, barricades, signs, extra police and fire, and emergency health measures)	\$
<b>C</b>	<b>ROADS AND BRIDGES</b> (roads, culverts, bridges, and associated facilities)	\$
<b>D</b>	<b>WATER CONTROL FACILITIES</b> (dams, reservoirs, shore protective devices, pumping and irrigation facilities, drainage channels, and levees)	\$
<b>E</b>	<b>BUILDINGS AND EQUIPMENT</b> (buildings, supplies, inventory, vehicles, and equipment)	\$
<b>F</b>	<b>UTILITIES</b> (water treatment plants and delivery systems, power generation and distribution facilities, sewerage collection systems and treatment plants)	\$
<b>G</b>	<b>PARKS, RECREATIONAL, AND OTHERS</b> (playground equipment, swimming pools, bath houses, tennis courts, boat docks, piers, picnic tables, cemeteries, and golf courses)	\$
<b>TOTAL</b>		\$
<b>PRIVATE NONPROFIT</b> (education, medical, custodial care, emergency [fire departments, search and rescue, and ambulances], utility, and other [museums, community centers, libraries, homeless shelters, senior citizen centers, health and safety services.])		\$
<b>PUBLIC DAMAGE—GRAND TOTAL</b>		\$

## Lincoln Emergency Operations Plan

<b>INDIVIDUAL DAMAGE</b>			
<b>Jurisdiction:</b>		<b>Date:</b>	
PEOPLE AFFECTED	Number	ASSISTANCE PROVIDED	Number
	<b>Deaths</b>		<b>Persons Evacuated</b>
	<b>Injuries</b>		<b>Persons in Public Shelters</b>
	<b>Missing</b>		
RESIDENTIAL		Primary	Secondary
(ARC)3 Houses destroyed		\$	\$
(ARC)2 Houses with major damage		\$	\$
(ARC)1 Houses with minor damage		\$	\$
Houses affected		\$	\$
(ARC)3 MH destroyed		\$	\$
(ARC)2 MH severely damaged		\$	\$
(ARC)1 MH moderately damaged		\$	\$
MH affected		\$	\$
<b>TOTAL</b>		<b>\$</b>	<b>\$</b>
<b>TOTAL RESIDENTIAL (primary plus secondary)</b>			<b>\$</b>
BUSINESS			
Businesses affected			\$
Number now unemployed			
Estimated duration of unemployment (weeks)			
<b>TOTAL BUSINESS</b>			<b>\$</b>
AGRICULTURE			
Farm buildings and equipment			\$
Crop land (all crops)			\$
Livestock			\$
<b>TOTAL AGRICULTURE</b>			<b>\$</b>
<b>INDIVIDUAL DAMAGE TOTAL</b>			<b>\$</b>

# Lincoln Emergency Operations Plan

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## MAINE EMERGENCY MANAGEMENT AGENCY DAMAGE AND INJURY ASSESSMENT FORM 7 - ABBREVIATED INSTRUCTIONS

Reasonable estimates are acceptable. Information should be reported to the Penobscot County Emergency Management Agency (EMA) within 24 hours of a request for information from Penobscot EMA or MEMA. Even if you consider damage in your area to be insignificant, please file this report. A complete picture of the impact of the disaster is necessary for State officials to decide if Federal assistance can be requested. Failure or delay in submission of this information may result in delay or loss of Federal assistance for your county and community.

If you need further assistance, contact Penobscot County EMA or MEMA.

### General Information

Original or revision: Check one only. Each report should contain the current totals (all the damage up to that point). Number each revised report consecutively, i.e., first revision #1, second revision #2, etc.). Type of disaster: Enter "flooding", "hurricane", "coastal storm", "earthquake", etc. Information provided by: Person who should be contacted for more information.

### Public Damage

Public damages are damages to government-owned properties and facilities. They are based on the cost of returning those properties to their pre-disaster condition. They also include out-of-pocket costs incurred by government in response to the disaster.

- A. Debris Removal: The debris must be a direct result of the disaster. Enter costs incurred or projected for removing debris from public property. Do not include debris removal estimates from private property, unless local government has a legal responsibility to so. Include actual and estimated costs to remove debris from public roads and streets in your jurisdiction.
- B. Protective measures: These can include the cost of search and rescue, demolition of unsafe structures, and actions taken by governmental forces to reduce the threat to public health and safety. The disaster must be responsible for your extra costs.
- C. Road Systems: Cost to return property to its pre-disaster condition. Include only property owned by the jurisdiction (do not include any State or Federal Aid System roads, streets, bridges, etc.)
- D. Water Control Facilities: Facilities owned, operated, or maintained by the local unit of government.
- E1. Public Buildings, Facilities and Equipment: This should include any equipment directly damaged by the disaster (not those damaged during response), replacement of broken windows, damaged roofs, etc.
- E2. Schools & School Property: Separate public-school supplies and property from other public facilities and equipment. Do not include private, non-profit schools. They are included under Individual Damage.

# Lincoln Emergency Operations Plan

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F. Public Utility Systems: Enter all costs to repair damages to town or county owned utilities and utility systems. These can be the emergency repair and/or projected permanent replacement costs.

Total Public: Add totals in all public categories.

## Individual Damage

Individual damages are damages to individuals, businesses and working farms (crops, livestock, buildings or equipment), and private non-profit facilities (for example, churches or private schools).

**Residential:** Primary homes are those used as reference for filing income taxes and voting. Homes may be considered "primary" which are necessary because of the location of employment. Secondary homes are usually vacation homes. If a secondary home is rented out, then damage to it would be listed under Business. Estimated values are acceptable. (Do not list homes situated on active farms in this section. They will be included under Agriculture.)

a. Destroyed: Totally uninhabitable and beyond repair.

b. Severely Damaged: Structural damage that cannot be repaired within 30 days.

These houses are uninhabitable without major structural repairs.

c. Moderately Damaged: Structural damage that can be repaired within a 30 day time period. These houses can be lived in with minor repairs.

Note: The Red Cross does not categorize major/minor damage in the same manner. You should be aware of this if you decide to utilize their damage assessment.

**Mobile Homes (MH):** Use same categories of damage as houses above. Water above the floor of a mobile home for any significant length of time generally causes severe damage to it, even though some occupants may choose to move back in. Note: Report numbers of homes damaged even if you do not at present know the value. Total Residential: Include both Primary and Secondary Residences.

**Business:** Number Now Unemployed: Include only those who are unemployed due to the disaster. This can be the result of either business damage or their inability to travel to that business.

**Agriculture:** Include operating farms only. Damage to a rural located "farmhouse" and/or outbuilding that are not part of an operating farm should be listed under Residential.

**Crop Land:** Estimated dollar value of damage to field crops, fruit trees, and timberlands significantly damaged by the disaster.

**Private Non-Profit Facilities:** Do not include facilities supported by tax dollars and the responsibility of government. They should be listed in the Public Damage section.

**Total Individual:** Add Total Residential, Total Business, Total Agriculture and Total Private.

**GRAND TOTAL:** Add Total Individual Damage and Total Public Damage.

# Lincoln Emergency Operations Plan

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## DAMAGE ASSESSMENT CHECKLIST

### X ACTION

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- \_\_\_\_\_ Recall all firefighters. Contact the Town Council and Public Works Director. These people will form core of the Damage Assessment Team (DAT). Seek out volunteers to assist.
- \_\_\_\_\_ Assign roads and/or areas of town to each Damage Assessment Team. Hand out damage forms for teams to record information.
- \_\_\_\_\_ Assign hand held or vehicle radios or cell phones to each DAT.
- \_\_\_\_\_ Dispatch teams with water, food, and foul weather clothing.
- \_\_\_\_\_ Issue each DAT a disposable camera or a digital camera.
- \_\_\_\_\_ Report damage information to the Lincoln EOC at 843-5151. Damage reports will be reviewed by the Town Council and submitted to the Penobscot County EMA Director.
- \_\_\_\_\_ Request public to report damages of businesses and private property to the Lincoln EOC. Consolidate damage assessment information, prepare the MEMA Form 7 and send the report to
- \_\_\_\_\_ Penobscot County EMA as soon as possible.
- \_\_\_\_\_ If severe or extended event, supply initial report to County and follow up with detailed information. Information should be reported at least daily if major disaster.

# Lincoln Emergency Operations Plan

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## APPENDIX G – CONTINUITY OF OPERATIONS

### PURPOSE

It is the intent of the Town of Lincoln to have in place a program to ensure continuity of essential municipal functions under emergency circumstances. This section describes the Town’s Continuity of Operations Program (COOP). It describes the process to delineate essential municipal functions; specify lines of succession; provide for the safekeeping of vital records and databases; identify alternate operating facilities; and provide for interoperable communications. COOP is important to provide vital services, exercise civil authority and provide for public safety during any emergency or disaster event.

### SITUATION AND ASSUMPTIONS

The Continuity of Operations Program (COOP) is applicable to all officers, officials and functions of the municipal government of the Town of Lincoln. The hazards that could affect the continuity of essential municipal functions include a structure fire involving a municipal facility, an extended power outage and a HazMat transportation accident that causes a municipal facility to evacuate and/or close.

### PRIMARY MUNICIPAL FUNCTIONS

PRI	FUNCTION	TYPE	OPR	FACILITY
1	Town Council	Civil Authority	Town Council	Town Office
2	Fire Protection	Public Safety	Fire Chief	Public Safety
3	Emergency Management	Public Safety	Emergency Director	Public Safety
4	Municipal Finances	Vital Services	Treasurer	Town Office
5	Municipal Records	Vital Services	Town Clerk	Town Office
6	Voting	Civil Authority	Registrar / Town Clerk	Town Office
7	Municipal Tax Collection	Vital Services	Tax Collector / reports to Town Clerk	Town Office
8	Road Maintenance	Vital Services	Public Works Director	Town Office
9	Public Health	Public Safety	Health Officer	Town Office
10	Animal Control	Public Safety	Animal Control Officer	Public Safety
11	Tax Assessing	Vital Services	Municipal Assessor	Town Office
12	General Assistance	Vital Services	General Assistance Admin	Town Office
13	Code Enforcement	Civil Authority	Code Enforcement Officer	Town Office
14	Planning & Appeals	Civil Authority	Planning & Appeal Board	Town Office
15	Police Protection	Public Safety	Police Chief	Public Safety

### NON-ESSENTIAL ORGANIZATIONAL FUNCTIONS

PRI	FUNCTION	TYPE	OPR	FACILITY
16	Educational Policymaking	Regional	Superintendent’s Office	Main
17	Motor Vehicle Reg.	State Licensing	Motor Vehicle Agent	Town Office
18	Fish and Game Licensing	State Licensing	IF&W Agent	Town Office
19	Cemetery Records	Public Records	Town Clerk/CPR Director	Town Office
20	Parks & Recreation	Public Service	Cemetery, Parks & Recreation Director	Town Office

OPR = Office of Primary Responsibility



# Lincoln Emergency Operations Plan

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## CONCEPT OF OPERATIONS

Any one of the Offices of Primary Responsibility (OPR) may initiate COOP actions if their function is disrupted. The Town Council or its designee may direct that any or all essential municipal functions implement COOP actions during an emergency.

There are three ways that Lincoln's Essential Municipal Functions may be disrupted.

A HazMat transportation accident could cause either the Public Safety Building or Town Office to be evacuated. This would most likely be a very short-term event; perhaps a few hours. The only real impact would be if the Firefighters were unable to get the fire trucks out of the Public Safety Building. The Town Office would be closed for the short duration; without any real impact on its functions.

An extended power outage will disrupt normal operations at the Public Safety Building and Town Office and could cause damage to the facilities' heating and plumbing. Emergency power capability (transfer switch/panel and 5kw generator) already exists at the Public Safety Building. A generator will have to be hardwired into the Town Office electrical panel to provide power as none exists at this time.

A structure fire at either the Public Safety Building or the Town Office would cause the loss of very important records. It would cause the loss of functional resources and the structure from which to provide essential municipal services. This loss would take time and finances to replace. If the Fire Department apparatus were lost, Lincoln would have to rely on mutual aid partners to provide emergency services until new apparatus, equipment and a building were acquired. The Town's exposure in these instances would be covered by insurance.

There will be no reconstitution requirements for a HazMat release evacuation or an extended power outage. If a municipal facility is lost due to a structure fire, the Town Council will take appropriate action to provide for continuation of services.

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# Lincoln Emergency Operations Plan

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## ATTACHMENT 1 - SEVERE WINTER STORMS

### NATURE OF THE HAZARD

Lincoln is very susceptible to severe winter storms. Maine can receive a great deal of snow and ice and air temperatures can drop to minus 30-50 degrees F. Some of Lincoln's roadsides are heavily forested.

### RISK AREA

It is very easy for town residents to become trapped in their homes due to totally impassable roads, especially on the single lane dirt roads. The major concern is the difficulty for emergency response by EMS and fire protection services.

Another area of concern is for elderly residents who lose the capability to heat their homes and fail to communicate this danger.

Finally, the electrical power distribution system is very susceptible to damage by accumulating ice and downed trees. Residents can be faced with extended periods of time without electricity. This will create difficulties with heating, water supply, sanitation, and food preparation.

### DIRECTION AND CONTROL

The Town Council and EM Director should consider activating the EOC during an extended severe winter storm. The EOC will organize water supply, heat assistance, emergency food supplies, and disaster volunteers for disaster response, setting up shelters, and collecting damage assessment information.

The Public Works Department is responsible for keeping the town roads open for traffic. Power outage reporting hotline number is 941-6666 for Bangor Hydro.

### RESOURCE MANAGEMENT

The EOC will be able to connect at any time to the Public Safety Building generator. The EOC will ensure that there is enough heating and generator fuel, flashlights and First Aid kits. The Public Safety Building and Town Office have a portable, battery-operated radio, capable of receiving NWS transmissions.

### BASIC SHELTERING

A limited number of citizens can be sheltered at the Public Safety Building on a short-term basis with basic necessities available including food. A warming facility is available at Clay's Funeral Home; however, limited bathroom facilities do not support bathing necessities. Food provisions will need to be supplied from an alternative location.

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# Lincoln Emergency Operations Plan

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## ATTACHMENT 2 - FOREST FIRES

### NATURE OF THE HAZARD

Nearly 50% of Lincoln is forest land and fields. Therefore, during long dry periods, the town is very susceptible to grass fires and forest fires. Most will be minor incidents that the Lincoln Fire Department, with mutual aid support, will be able to handle. This attachment will deal with a major, large scale wild land fire.

### RISK AREA

The most severe threat will be to homes, electrical distribution and the town roads. The homes of most residents are surrounded by forestland. The town roads are tree lined over the majority of the mileage. During a large-scale wild land fire, burning trees and brush could block many roads. Residents could very well be trapped within the forest fire with no way to reach safety. The Lincoln Fire Department will be quickly overwhelmed; with many of the members themselves becoming trapped within the fire zone.

### DIRECTION AND CONTROL

All wild land fires must be reported to the PRCC. The Fire Chief and the Fire Warden must quickly assess the situation and determine the scale of support needed. A large-scale wild land fire will require the support of the Maine Forest Service (MFS). The Fire Warden, EM Director, or Fire Chief should immediately request such support through the Maine Forest Service and Penobscot County EMA. The EOC will be activated.

### WARNING

Residents must be alerted immediately, in order for a safe and orderly evacuation to proceed. The EOC will contact local radio and television stations and request that they broadcast information on the disaster. The warning should contain:

- 1) The nature of the emergency and current situation.
- 2) What areas are affected?
- 3) What actions need to be taken by which residents?
- 4) Roads that are closed.
- 5) Where can volunteers go to help?

If possible, the town office will start telephoning residents in the danger zones to help spread the warning information around quicker.

### EVACUATION

The EOC will need to determine what routes will be used in order to evacuate residents. Contact the town officials of neighboring towns to make sure that people are not being evacuating in another town's danger zones. Attempt to post the evacuation routes and barricade the closed roads. For residents that are trapped within the danger zones, consider contacting the MFS and Maine Army National Guard for helicopter assistance.

### RESOURCE MANAGEMENT

Town vehicles are limited to the fire department's five vehicles, 4 cruisers and the public works 7 vehicles plus heavy equipment. However, several town residents do have logging equipment and bulldozers that can be used to open emergency evacuation routes and create firebreaks.

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# Lincoln Emergency Operations Plan

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## ATTACHMENT 3 - HAZARDOUS MATERIALS ACCIDENT

### NATURE OF THE HAZARD

Hazardous materials (HazMat) travel through Lincoln and are stored in the Lincoln every day. A HazMat accident can happen at any time at any location in town. However, there are certain areas in Lincoln that are more susceptible to a HazMat accident than the other parts of town.

Personnel from the Fire Department or Police Department may be the first to arrive at the scene of an accident or an incident involving HazMat. Most HazMat materials transported or stored in Lincoln are fuel products. Flammability is the most likely hazard to personnel. Environmental contamination will be the most likely result.

Due to the limited amount of training and HazMat response equipment, maintaining the proper level of safety will be a major issue. *Is there another agency that should be called in?*

### RISK AREAS

Route #2, Route #6 and the River Road are the primary transportation corridors for tanker trucks carrying bulk fuels (gasoline, heating oil, propane, etc). Route #2 and Route #6 have been identified as carrying reportable quantities of extremely hazardous materials (EHS), however there are other types of HazMat that may transit these corridors in limited quantities.

Lincoln Paper and Tissue, located at 50 Katahdin Avenue, was a manufacturing facility that stored: chlorine dioxide, methanol, liquid oxygen, caustic soda, white, black and green liquor, sulfuric acid, spent acid, dislodge and hydrogen peroxide. The facility used to receive shipments of these chemicals via trucks and rail. The facility permanently closed in Nov. 2015.

The largest concentration of stored fuels is at the three propane bulk plants. There are gas stations, fuel oil dealers, and propane dealers in Lincoln. There is no chemical processing or waste treatment plants in the community.

Due to the fact that every home in town has heating systems, the potential for carbon monoxide leaks in homes is moderately high. Carbon monoxide is an inhalation hazard. The fire department has an SOP for responding to and resolving residential CO leaks.

### CONCEPT OF OPERATIONS

Fire department personnel have been trained to recognize the presence of hazardous materials, collect additional information on the HazMat material, and implementing personal protective actions including diking, calling for trained personnel and securing the area.

Personnel will assess the hazards, keeping in mind the personal safety of department personnel, as well as the safety of others who may be present. The IC will record the incident information on the Maine EMA AR-1 form and will report the information to the PRCC. The IC will assess the situation from a safe distance. Binoculars are located on the fire truck. The IC will refer to the 2016 US DOT Emergency Response Guidebook (ERG) for guidance.

The IC will request technical support from the Maine Department of Environmental Protection, Emergency Spill Response Team, by contacting the PRCC. The Maine DEP will

# Lincoln Emergency Operations Plan

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have primary responsibility for the recovery efforts of a HazMat spill. All spills, to include fuel lost from an automobile during a vehicle accident will be reported to the Maine DEP.

The IC will assign a Safety Officer for every incident identified as involving HazMat.

The Police Department will implement traffic and crowd control procedures, using road blocks as much as possible. The Fire Department will assist as needed. The IC will determine what protective actions (evacuations or shelter-in-place) outside the Hot Zone will be implemented. The 2016 USDOT ERG will be consulted for initial isolation and protective action distances. Evacuees must be moved to a safe place of refuge using routes that will not cause exposure to the HazMat.

The Fire Department will park far enough from the incident site so as to not introduce an ignition source. All vehicles will be parked facing away from the incident, in the event that an emergency withdrawal is required.

The Fire Department will locate a decontamination area upwind of the scene, beyond the inside perimeter, and in a hazard free area. All equipment and uninjured personnel leaving the "hot zone" will be isolated at the decontamination area and decontaminated using fire hoses set on a low pressure.

Fire Department personnel will fight fuel and propane fires. Department personnel will perform containment actions for fuel spills that are well outside the hazard areas. An example would be constructing a dike or covering up a storm drain well ahead of the spill.

The Fire Department maintains and trains with carbon monoxide detection equipment and SCBA. Firefighters will shut off heating appliances and ventilate homes that have CO leaks.

## **DIRECTION AND CONTROL**

The Town Council or its designee will consider the activation of the EOC during a HazMat incident that causes residents to be evacuated or sheltered-in-place. The IC or EM Director will establish communications with the Penobscot County EMA or RCC. The NIMS ICS will be utilized at a HazMat Incident.

## **ADMINISTRATION AND LOGISTICS**

All Lincoln Firefighters receive annual HazMat: First Responder Awareness Training. Training is accomplished in accordance with 29 CFR 1910.120(q). Immediately following a HazMat response, the IC will debrief the responders to determine the summary of response activities, health and safety issues, any immediate problems and the corrective actions for future responses.

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# Lincoln Emergency Operations Plan

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## ATTACHMENT 4 - FLOODING

### NATURE OF THE HAZARD

Lincoln's topography is rolling, containing hills, along with many lakes, the Penobscot River and several other small ponds and streams.

The Penobscot River creates the western boundary for the community and is heavily dammed upstream. Great Lakes Hydro maintains a very aggressive monitoring program and controls the flow. Water levels at dams, especially in the spring and during heavy rainfall, are reported to Penobscot County Emergency Management Agency as part of the Great Lakes response plan. Emergency actions are drilled on a yearly basis.

### RISK AREA

Flooding in this community is not a rapid event, but historically builds slowly over 12 hours to several days. Development in flood zones is managed through the Town's flood ordinance.

All gravel roads with slopes may face some runoff damage, which are mostly due to inadequate drainage capabilities in the roadways.

Approximately 400 structures in Lincoln are located in the flood zones. The majority of these structures are for seasonal use. Most year-round structures have been flood proofed. The Folsom Pond Road, Phinney Farm Road, Mohawk Road and portions of West Broadway (all paved) may experience minor flooding.

There are no major bridge locations within Lincoln. Maine DOT has responsibility for the bridge over the Penobscot River on River Road and the bridge between Chester and Lincoln over the Penobscot River. There are 3 minor bridges located on the Enfield Road at the outlet from Mattanawcook Lake, on West Broadway at Mill Stream, Pollard Brook located on US Route 2, and on Station Road. Alternate routes can be taken if any or all of these bridges were lost.

### DIRECTION AND CONTROL

The Public Works Director will be responsible for responding to flood damaged roads by initiating repair projects or by contacting the Maine Department of Transportation for State-maintained road surfaces.

### WARNING

The Public Works Director will be responsible for posting any and all town roads that are deemed unsafe for vehicle or pedestrian traffic.

### RESOURCE MANAGEMENT

The Lincoln Public Works Departments responsible for repairs to town owned roads. The Maine Department of Transportation is responsible for repairs to state owned roads.

# Lincoln Emergency Operations Plan

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## DEFINITIONS

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Representative:** A person assigned by a primary, assisting, or cooperating federal, state, local, or tribal government agency or private entity who has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

# Lincoln Emergency Operations Plan

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**Chief:** The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.



# Lincoln Emergency Operations Plan

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**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan:** The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider:** Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). (Also known as Emergency Responder.)

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Incident:** An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous

# Lincoln Emergency Operations Plan

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materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions **are** performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team (IMT):** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

# Lincoln Emergency Operations Plan

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**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, **116 Stat.**2135 (2002).

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

# Lincoln Emergency Operations Plan

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**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated resource allocations, **review conflicting** agency policies, and provide strategic guidance and direction to support incident management activities.

**Multi-agency Coordination Systems:** Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

**National:** Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and policy.

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

# Lincoln Emergency Operations Plan

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**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Plan:** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

**Nongovernmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

# Lincoln Emergency Operations Plan

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**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration;

## Lincoln Emergency Operations Plan

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long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

# Lincoln Emergency Operations Plan

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**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include ortho photo mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 213 5 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.



## Lincoln Emergency Operations Plan

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**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

# Lincoln Emergency Operations Plan

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## ACRONYMS

**ALS** - Advanced Life Support  
**DOC** - Department Operations Center  
**EMAC** - Emergency Management Assistance Compact  
**EOC** - Emergency Operations Center  
**EOP** - Emergency Operations Plan  
**FOG** - Field Operations Guide  
**GIS** - Geographic Information System  
**HAZMAT** - Hazardous Material  
**HSPD-5** - Homeland Security Presidential Directive-5  
**IAP** - Incident Action Plan  
**IC** - Incident Commander  
**ICP** - Incident Command Post  
**ICS** - Incident Command System  
**IC or UC** - Incident Command or Unified Command  
**IMT** - Incident Management Team  
**JIS** - Joint Information System  
**JIC** - Joint Information Center  
**LNO** - Liaison Officer  
**NDMS** - National Disaster Medical System  
**NGO** - Nongovernmental Organization  
**NIMS** - National Incident Management System  
**NRP** - National Response Plan  
**POLREP** - Pollution Report  
**PIO** - Public Information Officer  
**PVO** - Private Voluntary Organizations  
**R&D** - Research and Development  
**RESTAT** - Resources Status  
**ROSS** - Resource Ordering and Status System  
**SDO** - Standards Development Organizations  
**SITREP** - Situation Report  
**SO** - Safety Officer  
**SOP** - Standard Operating Procedure  
**UC** - Unified Command  
**US&R** - Urban Search and Rescue

Definition and Acronym Source:  
Local and Tribal NIMS Integration by Homeland Security