

ANNEX B

STATE OF MAINE - EMERGENCY OPERATIONS PLAN 2026

Appendix R: Agency Representative (AREP) Guide



May 2026



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Introduction

The Maine Emergency Management Agency (MEMA) relies on effective coordination with local, county, state, and federal partners during any incident or planned event. When an incident requires direct, on-site state representation, MEMA deploys an Agency Representative (AREP). This guide establishes the standardized procedures, expectations, and operational guidelines for personnel fulfilling this critical role. It ensures that MEMA representatives provide consistent, professional, and effective support while maintaining clear communication with the State Emergency Operations Center (SEOC).

Executive Summary:

The MEMA Agency Representative serves as the critical link between the incident site (such as an Incident Command Post, County EOC, or federal coordination center) and the MEMA SEOC. The primary mission of the AREP is to facilitate communication, maintain situational awareness, and ensure state resources are effectively integrated into the response without overstepping jurisdictional or delegated authorities.

Core Principles for the AREP:

- **You Represent MEMA:** Your primary function is to serve as the voice and eyes of the state agency, ensuring MEMA leadership has a clear Common Operating Picture.
- **Coordinate, Don't Command:** You operate within the Incident Command System, typically reporting to the incident's Liaison Officer. You are a coordinator and a conduit for information, not a tactical decision-maker (unless explicitly granted such authority).
- **Information Flow is Paramount:** Timely, accurate reporting of critical incidents, resource needs, and policy decisions to the SEOC is your most vital task.
- **Know Your Authority:** You must operate strictly within the boundaries of your specific Delegation of Authority. Never commit resources or make policy decisions without proper authorization.

This guide details the tiered responsibilities of the AREP, provides comprehensive checklists for activation and demobilization, outlines documentation requirements, and includes a mandatory "Go-Kit" checklist to ensure operational readiness. Adherence to these guidelines is essential for successful interagency coordination and effective incident management.

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Position Description

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative facilitates coordination, cooperation, and communication between the Incident Command Post, the Incident Management Team, the County, and MEMA. The Agency Representative reports to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

MEMA may deploy staff to serve as the Agency Representative at an Incident Command Post, another state or County Emergency Operations Center, a FEMA Regional Response Coordination Center, a FEMA Joint Field Office, or to an elected official. The Agency Representative serves as a conduit for information flow, operational support, and coordination between MEMA and the other agency or Incident Command Post. By representing the interests and statutory requirements of MEMA, the Agency Representative identifies emerging risks, anticipates coordination gaps, and ensures that state resources integrate into the overall response.

MEMA Policy may provide an incident specific delegation of authority to direct the deployment. This delegation may include the authority to make decisions on matters affecting agency participation in the incident.

Position Responsibilities

The responsibilities remain ongoing and dynamic. These tasks require continuous judgment and do not conclude as a binary checklist. The tiers below prioritize actions from high level representation to detailed documentation and demobilization.

Tier 1: Strategic Liaison & Coordination

- Serve as the primary coordination link and official representative of MEMA at the incident site or the Incident Command Post.
- Operate within the Incident Command System chain of command and report to the Liaison Officer or the Incident Commander if a Liaison Officer is absent.
- Support incident objectives by facilitating communication, coordination, and information sharing.

- Act as the eyes and ears for MEMA leadership to maintain a Common Operating Picture for the home agency.
- Advise the incident Liaison Officer of MEMA specific needs, capabilities, and statutory requirements.
- Identify and resolve coordination gaps between the incident management team and state level objectives in advance.
- Exercise delegated authority to share verified situational information and recommend state support. Avoid unauthorized policy decisions or resource commitments.

Tier 2: Information Management & Reporting

- Track and maintain situational awareness of issues at the Incident Command Post and the SEOC.
- Update the WebEOC Incident Log unless the incident management team designates another trained individual.
- Provide situation updates to the SEOC on a set schedule. Include reports on Community Lifelines, evacuations, and protective actions.
- Follow up all electronic sharing of critical information with a phone call to verify receipt.
- Report specific incident impacts to the Liaison Officer and the Situation Unit. Include emergency declarations, road closures, bridge access restrictions, energy impacts, air space restrictions, and Very Important Person visits.
- Report critical incidents, emerging risks, resource shortages, and major policy decisions to the SEOC without delay.
- Maintain an ongoing log with time stamps to document all significant decisions, directives, and interagency coordination actions.

Tier 3: Resource & Operational Support

- Avoid tactical assignments unless directed otherwise by the Incident Commander.
- Facilitate the resource request process by ensuring all needs enter WebEOC with complete mission and delivery details.

- Verify that all resource requests include a local follow up contact to avoid acting as a middleman in the logistics chain.
- Ensure no resource requests use unofficial channels like text messages/personal email.
- Monitor the incident operational rhythm and compare it against the SEOC schedule to deconflict meetings and ensure MEMA representation.
- Support the Liaison Officer and the Public Information Officer regarding community meetings where state participation is requested.
- Attend key meetings, including the Command and General Staff Meeting, the Planning Meeting, the Tactics Meeting, the Operational Briefing, and Agency Representative coordination meetings.
- Monitor personal fatigue. Report to the Liaison Officer if the workload overwhelms your capacity.

Tier 4: Documentation & Accountability

- Maintain an organized file of all Incident Action Plans, Situation Reports, and organizational charts.
- Track the status and location of all MEMA personnel and resources deployed to the incident.
- Transition incident records to the ICP and MEMA Planning Section, or the Documentation Unit, upon demobilization.

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Position Notes

Understanding the nuances of the AREP role is crucial for success in the field. The following notes provide vital distinctions between roles, clarify the chain of command, establish the boundaries of your decision-making authority, and highlight the most common pitfalls to avoid during a deployment. Review these notes carefully to ensure you are operating effectively and within your prescribed limits.

Agency Representative vs Liaison Officer Roles

You serve as the official link between the Incident Command Post and the Maine Emergency Management Agency. You coordinate information, track MEMA resources, and maintain a Common Operating Picture for state leadership. You report to the Liaison Officer or the Incident Commander at the incident site.

Role Clarification: The Incident Command System uses distinct roles for coordination.

Agency Representative

- You represent MEMA.
- You coordinate operational information between the Incident Command Post and the State Emergency Operations Center.
- You track MEMA resources.
- You maintain situational awareness for state leadership.
- You focus on agency specific coordination.

Liaison Officer

- The Liaison Officer represents the Incident Command Post as a Command Staff member.
- The Liaison Officer supervises all Agency Representatives.
- The Liaison Officer coordinates across assisting agencies, cooperating agencies, and non-governmental organizations.
- The Liaison Officer resolves interagency issues.
- The Liaison Officer provides strategic coordination support to the Incident Commander.

Simple Reminder: You represent MEMA. The Liaison Officer manages interagency relationships for the incident management team.

State Coordination and Structure: Keep the MEMA hybrid Incident Command System structure in mind when communicating with the SEOC. The Public Information Officer and the Communications Office Director report to the Policy Group. The General Staff includes a Recovery Section.

Decision Authority – What you can say YES to

You possess delegated authority to represent MEMA.

Authorized Actions:

- Share verified situational information.
- Coordinate meetings and communication.
- Identify resource needs.
- Recommend state support.

Prohibited Actions: **DO NOT unless documented in the Delegation of Authority**

- Commit MEMA resources without prior approval.
- Make policy decisions.
- Self-deploy additional assets.
- Release sensitive information.

TOP TEN MISTAKES TO AVOID

Avoid these common errors to ensure success during your deployment:

1. Waiting too long to establish SEOC contact. Make contact immediately!
2. Failing to document decisions. Maintain your Position Activity Log (ICS 214).
3. Becoming the middleman for resource requests. Ensure requests go through WebEOC and the follow-up happens between MEMA Logistics and requestor.
4. Missing planning meetings. These drive operational priorities!
5. Not clarifying communication pathways early.
6. Allowing conflicting operational rhythms.
7. Providing unverified information to leadership.
8. Forgetting personnel accountability.
9. Waiting until demobilization to organize documentation.
10. Operating tactically instead of staying focused on coordination.

Checklist

INITIAL ACTIVATION [Actions to complete during the first operational period]

- ☐ Gather AREP Go-Kit items (See Go-Kit items checklist located within this Appendix).

Canadian Deployment:

- ☐ Verify AREP has a passport or passport card.
- ☐ Verify invitation letter from requesting Canadian agency has been sent to the Canadian Port of Entry.
- ☐ Obtain a copy of any Delegation of Authority.
- ☐ Check in at the Incident Command Post and complete the Incident Check-In List (ICS Form 211).
- ☐ Obtain an initial briefing from the Liaison Officer or the Incident Commander. Establish a communications plan with the Incident Commander/Unified Command/Incident Management Team or County Emergency Management Agency.

Establish Communications Structure

- ☐ Verify and establish contact with the MEMA SEOC Point of Contact (Operations or EOC Manager if Operations position is not activated).
- ☐ Confirm primary communication method (phone) is operational.
- ☐ Confirm alternate communication method (online chat) is operational.
- ☐ Confirm contingency (radio) and emergency (satellite phone) is operational.
- ☐ Determine reporting schedule to SEOC.
- ☐ Develop and document communication routes.
- ☐ Coordinate and confirm connection between Incident Command Post and the MEMA Joint Information Center (JIC). **Note:** Do not become the middleman unless there is no Public Information Officer representative for MEMA.

- ☐ Determine whether all communication flows through the Agency Representative or if Incident Command Post Sections coordinate directly with MEMA General Staff.
Note: Clarify this early to prevent duplicated tasking and conflicting information.
- ☐ Confirm the objectives, intent, priorities, and expected duties of the Agency Representative with the Liaison Officer or the Incident Commander.
- ☐ Post an initial WebEOC entry into the Incident Log (Refer to the 'Initial WebEOC Incident Log Entry Template' located in this Appendix).
- ☐ Obtain the following documents and transmit to the SEOC Operations section.
 - ICS 201 – Incident Briefing
 - Incident Organizational Chart
 - Incident Action Plan, consisting of:
 - ICS 202 – Incident Objectives
 - ICS 203 – Organization Assignment List
 - ICS 204 – Assignment Lists
 - ICS 205 – Communications Plan
 - ICS 206 – Medical Plan
- ☐ Obtain a contact list for all Command and General Staff members.
- ☐ Confirm the operational period briefing and meeting times and location.
- ☐ Identify the Incident Command Post operational rhythm scheduling conflicts and report them to the SEOC.
- ☐ Notify MEMA leadership that the Agency Representative position is filled and fully operational.

OPERATIONAL PERIOD

- ☐ Review the new Incident Action Plan at the start of the operational period.
- ☐ Submit the situation update to the SEOC at the established time.
- ☐ Review the SEOC and the Incident Command Post meeting schedules for the day to identify conflicts.
- ☐ Submit any required documents at the end of the shift.

DEACTIVATION & DEMOBILIZATION

- ☐ Confirm all MEMA personnel and resources are accounted for prior to release.
- ☐ Ensure all outstanding resource requests are resolved or transferred.
- ☐ Participate in the incident demobilization briefing.
- ☐ Provide notes and input for the After-Action Report.
- ☐ Organize and transfer all digital and hardcopy documentation to the Incident Command Post Planning Section or Documentation Unit as directed. Provide copies of all documentation to SEOC Planning Section or Documentation Unit.

Complete and submit:

- ☐ Activity Log Report (ICS Form 214) – Print from WebEOC for Incident Command Post documentation
- ☐ Any agency-specific activity reports
- ☐ Expense documentation (if required by MEMA)

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Quick References

This section provides a consolidated list of critical rules, requirements, and procedures for the AREP. Use these quick references as a daily guide to manage information flow, ensure proper documentation, navigate meeting schedules, process resource requests correctly, and maintain seamless agency coordination.

INFORMATION FLOW RULES

NOTE: Clarify this early to prevent duplicated tasking and conflicting information.

- **Primary Flow:** Incident Command Post to Agency Representative to MEMA SEOC
- **Secondary Flow:** Incident Command Post Section to/from MEMA General Staff (requires approval in advance)
- **Emergency Flow:** Incident Command to/from SEOC

REQUIRED DOCUMENTATION

The Agency Representative is responsible for maintaining a clear record of incident activities. Document any coordination actions with timestamps.

- Maintain an Activity Log Report (ICS Form 214). Ensure any handwritten information is transitioned to Activity Log Report with appropriate time stamps. Document the following:
 - Individual actions
 - Decisions and directives
 - Resource requests
 - Meeting outcomes
 - Problems and resolutions you facilitate
 - Major communications with the SEOC
- Maintain digital or hard copies of the following:
 - ICS Form 201
 - Current and previous Incident Action Plans
 - Situation Reports (SITREPs)
 - MEMA related WebEOC entries
 - Resource requests
 - Incident maps (if relevant)
 - Operational Rhythm Schedule
 - Delegation of Authority

MEETING PARTICIPATION

- Attend and document key meetings to include (but not limited to):
 - Command & General Staff Meeting (if requested)
 - Tactics Meeting (if requested)
 - Planning Meeting
 - Operational Briefing
 - AREP/Liaison coordination meetings
- Capture major decisions in your ICS 214 Unit Log.

INFORMATION SHARING REQUIREMENTS

- Provide the SEOC with the following documents:
 - ICS Form 201 (when available)
 - Incident Action Plans
 - Situation updates
 - Operational rhythm
 - Significant incident changes
 - Emerging risks
 - Resource shortages
 - Evacuations and/or protective actions
 - Major policy decisions
- Provide daily situation updates at an established time.
- Immediately report critical incidents to SEOC, including: (Verify Incident Command Post approval prior to any WebEOC posts)
 - Line-of-duty injuries/fatalities
 - Rapid incident escalation
 - Multi-jurisdiction impacts
 - Media-sensitive events
 - Requests for state or federal assistance
- Follow up all critical information electronic sharing with a phone to verify receipt.
- Report information to Liaison Officer/Situation Unit to include:
 - Any emergency declarations
 - Road closures
 - Bridge access restrictions
 - Energy impacts
 - Air space restrictions
 - Very Important Persons (VIP) visits to the Incident Command Post or field operations

OPERATIONAL RHYTHM DECONFLICTION

GOAL: Prevent meeting overlap to allow the Agency Representative flexibility to attend both.

- Obtain the SEOC operational rhythm
- Obtain the Incident Command Post operational rhythm
- Compare schedules each day and identify conflicts
- Notify primary SEOC contact of schedule conflicts
- Recommend adjustments when appropriate

RESOURCE REQUEST PROCESS

- Enter **ALL resource requests into WebEOC**. Do not manage requests via email, Teams, or text unless systems fail.
- Verify each request includes the following:
 - Resource Requested
 - Quantity
 - Item description (what resource capabilities/qualifications are required)
 - Purpose of request
 - Position responsible for request (follow up contact)
 - City/Town
 - Name of person submitting request
 - Email
 - Phone number with area code
 - Delivery location
 - Needed-by time
- Confirm a follow-up contact is listed so that the Agency Representative is not acting as a middleman.
- Possible resource requests:
 - Air monitoring resources
 - Communications
 - Mobile cell phone towers
 - Traffic control
 - Staging areas
 - Hazmat/decontamination resources
 - Personnel/ICP support

AGENCY COORDINATION

- Notify MEMA that the Agency Representative position is filled.
- Keep primary SEOC contact informed on a scheduled basis.
- Advise the Liaison Officer of MEMA specific needs or statutory requirements.
- Coordinate with the Public Information Officer and the Liaison Officer regarding community meetings if MEMA participation is requested.

Initial WebEOC Incident Log Entry Template

(Edit as needed)

Entry Title: MEMA Agency Representative Arrival – [Incident Name]

Agency Representative: [Full Name]

Agency: Maine Emergency Management Agency (MEMA)

Position/Role: Agency Representative (AREP)

Primary Contact Number: [Include area code]

Alternate Contact: [Phone/Radio]

Email: [Optional]

Radio Call Sign: [If assigned]

Incident Location: [ICP Location / EOC / Staging Area / Field Office Address if known]

Assigned To: [Liaison Officer / Incident Commander / Unified Command]

Arrival Time: [Insert]

Expected Duration: [Operational Period / 12 hr / 24 hr / Until Relieved]

DELEGATION OF AUTHORITY

The Agency Representative is authorized to:

- Serve as the official MEMA representative at the incident.
- Coordinate information flow between the ICP and SEOC.
- Provide situational awareness to MEMA leadership.
- Identify resource needs and coordinate requests through established processes.
- Attend Command and General Staff meetings as appropriate.

**Add any additional items

CURRENT SITUATION SNAPSHOT

Example prompts for the AREP.

- Current incident status:
- Immediate priorities:
- Known hazards:
- Anticipated resource needs:
- Weather concerns (if applicable):

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Maine Emergency Management Agency Agency Representative (AREP) Delegation of Authority

AREP Name: _____

Incident Name: _____

**Primary SEOC Contact
(if Operations is not activated):** _____

Deployment Location (ICP/County/EOC): _____

Operational Period / Deployment Dates: _____

Lodging Information (if applicable): _____

Leadership Issuing Delegation: _____

Date: _____

NOTE: If no level is selected, authority defaults to **Level I**.

Level I – Standard Coordination Authority

Authorized to:

- ☐ Serve as the official MEMA representative at the incident.
- ☐ Coordinate information flow between the ICP and SEOC.
- ☐ Provide situational awareness to MEMA leadership.
- ☐ Identify resource needs and coordinate requests through established processes.
- ☐ Attend Command and General Staff meetings as appropriate.

Level II – Enhanced Coordination Authority

Authorized to:

- ☐ Attend stakeholder and executive coordination meetings.
- ☐ Request County personnel to support WebEOC documentation when incident tempo exceeds capacity.
- ☐ Request assignment of a County Agency Representative to the ICP when one is not present.
- ☐ Coordinate directly with county emergency management to clarify resource needs prior to submission.

- ☐ Facilitate alignment between county EOC and ICP operational rhythms.
- ☐ Identify coordination gaps and recommend corrective actions.

Level III – Strategic Coordination Authority

Authorized to:

- ☐ Coordinate preliminary state support actions pending SEOC approval.
- ☐ Identify when incident complexity may require partial or full SEOC activation.
- ☐ Provide leadership-level briefings when requested at the deployed location.

Special Authorities (Optional – Check if Granted)

- ☐ Authorized to work directly with County EMA Director
- ☐ Authorized to brief elected officials (when coordinated with SEOC)
- ☐ Authorized to coordinate multi-county support
- ☐ Authorized to support preliminary damage assessment coordination
- ☐ Authorized for extended operational periods (multiple operational periods)
- ☐ Authorized to coordinate resources without SEOC approval for time sensitive resource requests when delay would impact life safety.
- ☐ Represent MEMA in Unified Command when appropriate.
- ☐ Make urgent decisions necessary to protect life, property, and critical infrastructure.

Additional Authorities or Restrictions:

Acknowledgment of Delegation

AREP Signature:

Date:

Supervisor Signature:

Date:

When unclear about the scope of authority, the AREP will seek guidance from MEMA leadership before taking action.

Go-Kit Checklist

*This checklist is designed to ensure an Agency Representative can deploy quickly and operate independently for at least **24–72 hours** with minimal support.*

Critical Deployment Items (Do Not Deploy Without These)

- | | |
|---|--|
| ☐ MEMA Identification / Credential / Badge | ☐ Cell phone with charger |
| ☐ Canadian travel: Passport/passport card | ☐ Vehicle charger (12V adapter) |
| ☐ Canadian travel: Invitation letter from requesting Canadian agency for border crossing | ☐ Portable radio (programmed if applicable) |
| ☐ Driver's License or Government ID | ☐ Satellite phone (if issued) |
| ☐ Laptop with charger | ☐ Radio charger and spare batteries |
| ☐ Extra laptop battery or portable power bank | ☐ WebEOC access credentials |
| | ☐ Incident contact list (digital and printed) |

ICS & Documentation Supplies

 **Pro Tip:** Assume printers may not be available.

- | | |
|---|---|
| ☐ Printed ICS Forms (recommended minimum set): | ☐ Pencils |
| <ul style="list-style-type: none"> • ICS 214 – Unit Log (<i>HIGHLY recommended — bring multiple copies</i>) • ICS 221 – Demobilization Checkout | ☐ Highlighters |
| ☐ Notebook or incident logbook | ☐ Permanent marker |
| ☐ Pens (multiple) | ☐ Stapler |
| | ☐ Paper clips / binder clips |
| | ☐ Sticky notes |
| | ☐ File folder or portable accordion folder |

Power & Technology Support

- | | |
|--|--|
| ☐ Extension cord | ☐ Headset or earbuds for virtual meetings |
| ☐ Power strip / surge protector (<i>often forgotten — extremely valuable</i>) | ☐ Mobile hotspot / air card (if issued) |
| ☐ Portable battery pack | ☐ Flash drive |
| ☐ Charging cables for ALL devices | |

Situational Awareness Tools

- | | |
|--|---|
| ☐ State and regional maps | ☐ Small flashlight or headlamp |
| ☐ Dry erase markers (if using maps) | ☐ Extra batteries |
| ☐ Weather-ready outerwear | |

Personal Sustainment (24–72 Hours)

- | | |
|---|---|
| ☐ Duty-appropriate clothing | ☐ Over-the-counter medications: |
| ☐ Extra socks (<i>seriously — morale booster</i>) | <ul style="list-style-type: none"> • Pain reliever • Allergy medication • Antacid • Electrolyte packets |
| ☐ Undergarments | |
| ☐ Sleepwear | ☐ Toiletry Kit: |
| ☐ Jacket / rain gear | <ul style="list-style-type: none"> • Toothbrush / toothpaste • Deodorant • Shampoo / Soap • Razor • Feminine hygiene products • Towel / washcloth |
| ☐ Gloves / seasonal gear | |
| ☐ Comfortable, closed-toe footwear | |
| ☐ Glasses / contacts + solution | |
| ☐ Prescription medications (<i>minimum 3–5 day supply</i>) | |

Sleeping & Recovery

 Never assume hotel availability.

- | | |
|--|------------------------------------|
| ☐ Sleeping bag or bedding | ☐ Eye mask |
| ☐ Travel pillow | ☐ Ear plugs |
| ☐ Blanket | |

Food & Hydration

 Plan for limited food access during the first operational period.

- | | |
|--|---|
| ☐ Refillable water bottle | ☐ Meal replacements (<i>helpful during long operational periods</i>) |
| ☐ Electrolyte drinks or packets | |
| ☐ Shelf-stable snacks | |

Field-Ready Extras (Strongly Recommended)

- | | |
|---|--|
| ☐ Small backpack or deployment bag | ☐ Multi-tool |
| ☐ Hand sanitizer | ☐ Phone numbers written on paper
(<i>technology fails</i>) |
| ☐ Disinfectant wipes | ☐ Cash / small bills |
| ☐ Sunscreen | ☐ Spare vehicle key |
| ☐ Lip balm | ☐ Parking pass (if applicable) |
| ☐ Insect repellent | |
| ☐ Basic first aid kit | |

Comfort & Performance Items (Often Forgotten but High Value)

- | | |
|--|---|
| ☐ Travel coffee mug | ☐ Snacks you actually enjoy |
| ☐ Lightweight camp chair | ☐ Something small for mental reset (book,
headphones, etc.) |
| ☐ Cooling towel / warming layers
depending on season | |

Pre-Deployment Quick Check

Before leaving, confirm:

- | | |
|---|---|
| ☐ Family/personal responsibilities covered | ☐ Weather conditions reviewed |
| ☐ Vehicle fuel is full | ☐ SEOC notified of ETA |
| ☐ You know reporting location | ☐ Deployment duration understood |

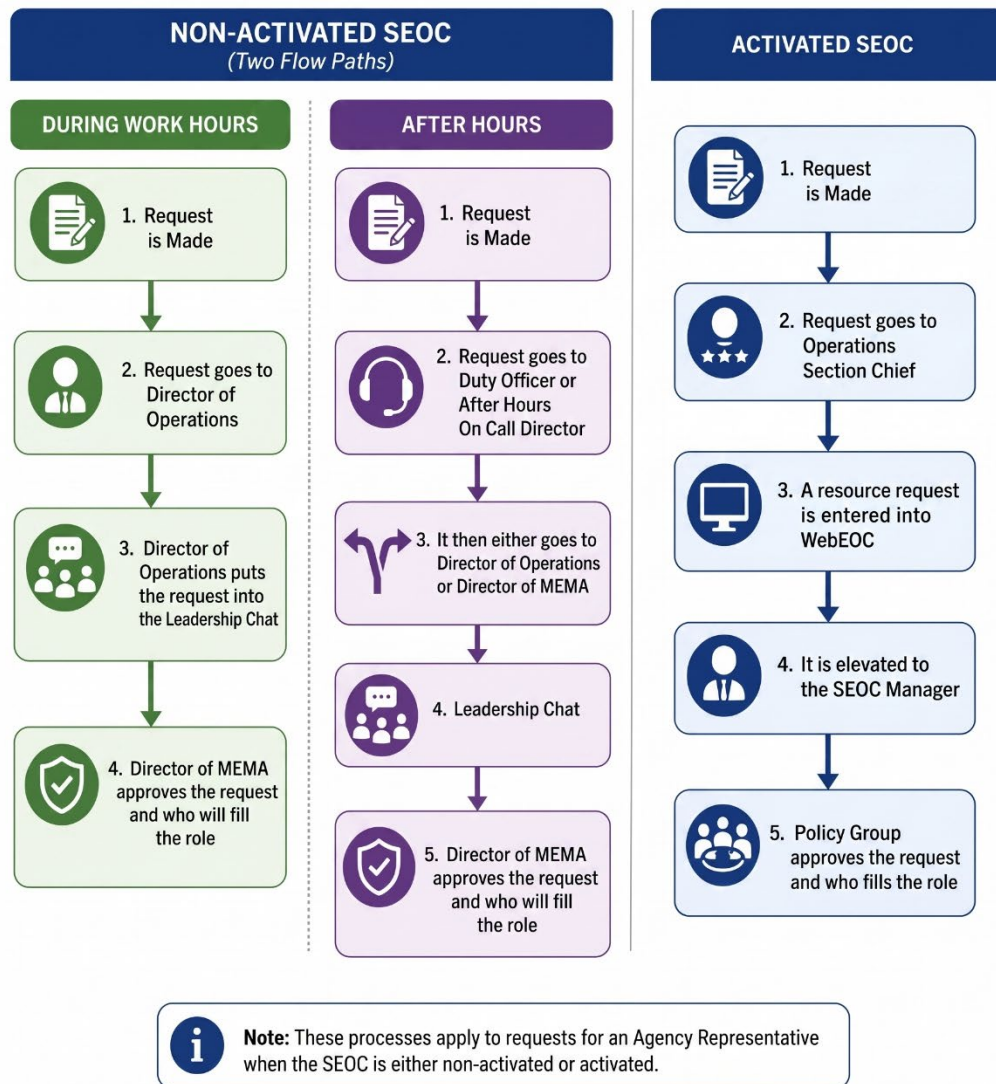
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Requesting an Agency Representative

The process for an Incident Command Post (ICP) or County to request a MEMA Agency Representative varies depending on the operational status of the State Emergency Operations Center (SEOC) and the time of day. The flowchart below outlines the three distinct approval pathways: during normal business hours when the SEOC is not activated, after hours when the SEOC is not activated, and the formal WebEOC resource request process utilized when the SEOC is fully activated. Regardless of the pathway, all requests ultimately require executive-level approval before an AREP is deployed.

REQUEST FOR AGENCY REPRESENTATIVE

Request from an ICP or County for an Agency Representative



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