



**TOWN OF GRAY**  
**GRAY TOWN COUNCIL WORKSHOP**  
**AGENDA • MARCH 1, 2022**

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**Gray Town  
Council Workshop**

**Online via Zoom**  
<https://us06web.zoom.us/j/86919079424>

**5:30 PM**

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**CALL to ORDER**

Roll Call

**EXECUTIVE SESSION 5:30 - 6:00 PM**

The Council will enter an Executive Session under MRS Title 1 Chapter 13 Section 405.6.C for matters of economic development, to include Town attorney Natalie Burns.

**WORKSHOP 6:00 PM - 6:55 PM**

- Review & Discussion of State Housing Recommendations **6:00 - 6:25 PM**
- Review of Emergency Operations Plan **6:25 - 6:55 PM**

**ADJOURNMENT**

*\* The Town of Gray is an equal opportunity employer and complies with all applicable equal access to public accommodations law. If you are planning to attend a Town Council or Town committee or board meeting and need assistance with a physical disability, please contact the Town Manager's office at least 48 hours in advance of the meeting to have the Town assist you. 657-3339. TTY 657-3931.*

Housing Commission Recommendations:

1. Allow ADUs by right in all zoning districts currently zoned for single-family homes.
2. Eliminate single-family zoning restrictions in all residential zones across the State. Rep. Fecteau advised in the meeting, the language would allow up to 4 units wherever a single unit is currently permitted.
3. Prohibit municipal growth caps on the production of new housing.
4. Provide technical & financial assistance for communities making zoning changes to increase affordable housing.
5. Create density bonuses in all residential zones throughout the State.
6. Create a three year statewide incentive program for municipalities.
7. Create a system of priority development areas, where multifamily housing is permitted with limited regulatory barriers.
8. Strengthen Maine's Fair Housing Act by eliminating the terms "character", "overcrowding of land", and "undue concentration of population" as legal bases for zoning regulations.
9. Create a state-level appeals board to review denials of affordable housing projects made at the local level.

# Town of Gray



## Comprehensive Emergency Operations Plan

Version 1.0  
January 2022

## Approvals

This Town of Gray Emergency Operations Plan was prepared to ensure that the organization has deliberately considered how it would respond to an emergency incident. This plan provides guidance for all phases of emergencies that could occur in or near Town of Gray and is supportive of the Cumberland County Resilience Plan. This plan supersedes all previous emergency operations plans. The Emergency Management Director is responsible for the development, maintenance, and implementation of this plan.

By signing this document, the below individuals have acknowledged that they have reviewed and approve the procedures detailed within this plan as being current and actionable.

Approved: \_\_\_\_\_ Date: \_\_\_\_\_  
**Nathaniel Rudy**  
Municipality Manager, Town of Gray, Maine

Reviewed: \_\_\_\_\_ Date: \_\_\_\_\_  
**Sandra Carder**  
Chairperson, Town Council, Town of Gray

Reviewed: \_\_\_\_\_ Date: \_\_\_\_\_  
**Matthew M. Mahar MBCI, CBCP, MEP**  
Director, Cumberland County Emergency Management Agency

Submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
**Kurt Elkanich**  
Director of Public Safety  
Local EMA Director, Town of Gray

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## Town of Gray Emergency Operations Plan Change Log

Revision No.	Date	Change Description	Pages Modified
1.0	<b>{To Be Determined on Council Approval}</b>	Initial EOP Develop and submitted to town council for approval	ALL

### Record of Distribution

Distribution will be accomplished electronically to all stakeholders, and a record will be kept of who it was distributed to below.

Organization	Date Delivered	Medium	Verified Receipt

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# TOWN OF GRAY

## COMPREHENSIVE EMERGENCY OPERATIONS PLAN

### **I. Purpose**

Municipalities within the State of Maine are required to establish and ensure the capability to respond to a wide range of emergencies (Maine 37-B §781.1). The Town of Gray Comprehensive Emergency Operations Plan (EOP) provides the operational framework to implement the policies, requirements, and responsibilities of Town of Gray.

This plan provides a flexible and scalable response to the full spectrum of potential incidents and ensures that the Town of Gray maintains the ability to perform its critical services in a safe environment, protecting staff members, community members, and visitors.

To accomplish its mission, the Town of Gray must ensure its critical functions and services continue to be performed during an emergency incident, including localized acts of nature, accidents, technological or attack-related emergencies, as well as infectious disease and cyber events.

This plan provides directions for the orderly response of the Town of Gray to an emergency incident. This plan shows the coordination necessary between entities within the Town of Gray, and with the County, and how they would support one another pre-, trans-, and post-incident. It is also intended to provide greater detail to support the checklists that have been developed by their departments in response to emergency incidents.

### **II. Municipality Profile**

Gray's population of approximately 8,300 people inhabit 46 square miles, with 57% agricultural, 5% commercial and 38% residential. Gray waterfront properties are found on Little Sebago, Crystal, and Forest Lakes. Gray is home to regional headquarters for the Maine Department of Inland Fisheries and Wildlife, which maintains a fish hatchery and wildlife park. It is also home to a NOAA National Weather Service Forecast Office, which issues forecasts and severe weather warnings for New Hampshire and Maine.

### **III. Applicability**

This Plan is applicable to all personnel associated with the Town of Gray. The provisions of this Plan apply to the full spectrum of situations and/or incidents that could affect the ability of the Town of Gray officials, support staff, and other personnel to perform the municipality's critical functions from their normal work locations. These situations include incidents resulting from natural disasters, cyber threats, terrorist activities, infectious disease outbreaks, and cyber intrusions.

## **IV. Security**

Some of the information in this Plan, if made public, could compromise the municipality's ability to carry out its critical services. This includes the security of essential equipment, services, and systems. Portions of this Plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act. See 5 U.S.C. §552, 41 CFR Part 105-60.

## **V. Plan Maintenance and Distribution**

As part of the annual plans and procedures maintenance, the Gray Emergency Response Team will review and update the Town of Gray Emergency Operations Plan. All reviews will be submitted to the municipality's leadership for review and approval. Interim administrative updates and revisions to this Plan are authorized and will be reissued as *Version X.X* to the signed Plan.

Any request to disclose information in this Plan outside the municipality and/or the county, or to withhold information in this Plan from a non-municipal requestor, must be coordinated with the Gray Town Manager.

## **VI. Policy and Background**

The ability to respond quickly and efficiently to an emergency incident saves lives. The Town of Gray is committed to ensuring that its critical services are available to the community regardless of the emergency incident that is occurring, assuming that it is safe to conduct such activities.

This plan is one means through which the Town of Gray is committed to ensuring the safety of its staff, community members, and visitors. This plan also serves to provide a coherent plan of action to be followed when an emergency incident occurs within the municipality.

The scope and magnitude of a catastrophic incident may result in a resource-scarce environment, as such incidents may affect a municipality's ability to provide assets, assistance, and services.

## **VII. Planning Objectives and Assumptions**

The overall objective of this EOP is to provide for the safety and support of the Town of Gray, its staff, community members, and visitors. This plan provides concepts of operations, guidance, and procedures to ensure that the Town of Gray can transition quickly and effectively from normal operations to a crisis management posture and continue to deliver critical services under all circumstances, and if necessary, from alternate locations.

This plan must be executable with or without warning, during duty and non-duty hours. Processes need to be in place to make appropriate notifications, and perform appropriate actions, even during non-standard business hours.

This document provides a management framework, forums, and process to ensure the continued deliberate, proactive, and ongoing planning, update, and maturation of emergency planning.

The Town of Gray Planning Objectives are as follows:

- Ensure that the Town of Gray can perform its critical functions under all conditions.
- Execute a successful order of succession, accompanied by the appropriate position-related authorities, when a disruption renders the Town of Gray leadership unable to assume and perform their authorities and responsibilities.
- Ensure that the Town of Gray has considered backup facilities where it can continue to perform its critical functions, as appropriate, during an emergency incident.
- Protect essential facilities, equipment, records, and other assets, in the event of a disruption.
- Achieve timely and order recovery of the Town of Gray from an emergency.
- Validate readiness and ensure operational capability through a dynamic and integrated test, training, and exercise program.

**Planning Assumptions:** This plan is based on the following assumptions:

- An emergency incident may require one or more response options covered within this plan to be activated either with or without warning.
- The emergency will not affect other municipalities and they will remain available to support the municipality-directed actions.
- During an infectious disease pandemic, susceptibility to the virus will be universal.

## **VIII. Resilience Capability Elements**

There are specific planning elements that need to be considered to ensure the comprehensiveness of planning. The consideration, preparation, and execution of the elements listed in this section are fundamental for a successful resilience capability.

- A. Risk Management:** The application of risk management principles can preserve resources by assessing the probability of occurrence for catastrophic emergencies and related consequences. Vulnerability, probability, and impact are all considered when determining the level of risk.
- B. Response Options:** The Town of Gray will respond to all reported emergencies. The responding department will evaluate the situation and determine what if any additional resources will be needed to mitigate the emergency and the urgency of

the required mitigation. Every attempt will be made to mitigate the incident using Town resources as long as the efforts are within the scope and training level of the responders. When necessary, subject matter experts will be consulted and possibly requested to respond. Such subject matter experts would include but not be limited to: Department of Environmental Protection, local or area Hazmat Teams, State Fire Marshall's Office, and Law Enforcement.

- C. **Hazard Mitigation**: Any sustained action taken to reduce or eliminate the long-term risk to life and property from hazard events. It is an on-going process that occurs before, during, and after disasters and serves to break the cycle of damage and repair in hazardous areas.
- D. **Continuity of Operations Planning Elements**:
- a. **ESSENTIAL FUNCTIONS**: A service or a collection of services normally performed by a unit that must continue at a sufficient level without interruption or restart within given timeframes (within the first 30 days) after a disruption to the service.
  - b. **ORDERS OF SUCCESSION & DELEGATIONS OF AUTHORITY**: Effective leadership is essential during an emergency. It is equally important that those serving in leadership positions have the authority, in writing, to perform the duties necessary to respond to the emergency. Orders of succession ensure that an organization has identified key personnel to assume leadership positions in the event that regularly appointed personnel are unavailable, and that they have the appropriate authority to perform the functions. Those identified in the orders of succession must be trained annually on responsibilities and shall participate in Training & Exercise (T&E) events.
  - c. **COMMUNICATIONS AND INFORMATION SYSTEMS**: Availability, diversity, and redundancy of critical communications and information systems are critical to sustain critical functions regardless of where they are performed. Communications and information systems provide the connectivity among key government leadership, internal elements, other organizations, and the public to perform critical functions.
  - d. **ESSENTIAL RECORDS MANAGEMENT**: Viable continuity programs include comprehensive processes for identification, protection, and accessibility of electronic and hardcopy essential records at primary, alternate, and devolution locations. Essential records may include documents, references, personnel records, and information systems.
  - e. **ALTERNATE LOCATIONS**: Alternate locations are where critical functions are continued or resumed, or where organizational command and control may occur during an emergency incident. Telework is a program that can provide critical support to the sustainment of critical functions.
  - f. **HUMAN RESOURCES**: Organizations must identify leadership, staff, and functional support elements capable of relocating to alternate locations,

remote operations, or devolving to sustain critical functions. During emergency activations, organizations will mobilize designated personnel as needed to sustain critical functions in accordance with their emergency plans and procedures.

- g. **DEVOLUTION**: A planning concept that establishes procedures to transfer statutory authority and responsibilities from an organization's primary operating staff and facilities to other designated staff and facilities for the purpose of sustaining essential functions. Devolution may be temporary or may endure for an extended period of time.
- E. **Hazardous Materials (HAZMAT) Response**: Plan that reflects how the organization will respond to incidents involving hazardous materials, which are defined as substances that have the potential to harm a person or the environment upon contact. A Hazardous Materials (HAZMAT) Response team is comprised of hazardous material experts who specialize in detecting, containing, and removing any release or potential release of hazardous substances in order to control or stabilize an incident.
- F. **Emerging Infectious Diseases (EID) Considerations**: Emerging infectious disease can be defined as infectious disease that have newly appeared in a population or have existed by are rapidly increasing in incidence or geographic range. This planning includes considerations related to changes in operations necessary because of the contagious nature of the infectious disease outbreak.
- G. **Point of Distribution (POD) Planning**: A Point of Distribution (POD) is for establishing initial points where the general public will obtain life sustaining emergency relief supplies until such time as power is restored, retail establishments reopened, or fixed and mobile feeding sites (if any) and relief social service programs (if any) are in place.
- H. **Reconstitution/Recovery**: Reconstitution embodies the ability of an organization to recover from a emergency activation, one that disrupts normal operations, so that the organization can return to its normal level of operations. Reconstitution is critical in that its focus is on ensuring the continued support of other organizational functions and the restoration of full normal operations. Since reconstitution begins at the start of an incident, organizations should identify a reconstitution team with leadership, staff, and resources dedicated and separate from existing emergency response team.
- I. **Training, & Exercise (T&E) Program**: T&E events assess and validate emergency plans, policies, procedures, systems, and facilities. Initial and reoccurring training programs inform and familiarize leaders and staff with continuity plans and procedures. Exercise programs consisting of both planned and short/no-notice events improve an organization's preparedness posture and emphasize the value of integrating continuity functions into daily operations. The After Action Review process is an essential component of any exercise program and helps to identify capability gaps and other challenges experienced during the event. Items identified during the review should be captured in the After Action

Report and Improvement Plan, which lists planned remedies to correct the deficiencies, and assigns a timeline for re-evaluation.

## IX. Operational Phases and Implementation

There are five phases of emergency management: Preparedness, Prevention, Response, Recovery, and Mitigation. These five phases should be used to build resilience strategies, processes, and procedures to ensure that goals and objectives are met, and to support the performance of organizational critical functions during an emergency incident. The five phases of emergency management are defined as:

- a. **Preparedness** - focuses on creating concrete plans, training and exercises well ahead of a disaster. Emergency planning activities will allow organizations to reduce loss of life and sustain environmental challenges by developing organizational specific plans, standardized planning tools and emergency management protocols.
- b. **Prevention** - a continuous cycle of activities such as emergency planning, staff training, exercising, assessment and remedial actions. Preparedness and readiness go hand in hand as organizations and communities prepare for disaster.
- c. **Response** - how organizations respond to the challenges disasters bring such as supply chain interruptions, changes in service delivery or day to day staffing. As organizations respond to disaster, they must use all their emergency preparedness tools such as emergency plans, policies and procedures and staff training to respond.
- d. **Recovery** - focuses on restoring critical business functions to stabilize day to day services and increase capacity to continue to serve their community after a disaster. The recovery phase allows organizations to return normal service levels as soon as possible.
- e. **Mitigation** - activities allow organizations to reduce loss of life and physical assets such as buildings and supplies that will lessen the overall effect of disaster on organizations and the community as a whole.

## X. Roles and Responsibilities

All levels of organizations are responsible for establishing and following procedures for responding to an emergency incident. The senior official of each organization is ultimately responsible for the development and implementation of those plans and/or procedures. The staff members of the organization must be properly trained and equipped to perform their emergency responsibilities with little or no notice. The following leadership positions have specific responsibilities related to emergency preparedness and response:

- a. **Elected Officials (Municipality Manager and Board of Selectmen):** serve the municipality by completing a variety of duties: preparing materials for council meetings, developing the annual budget, implementing financial reporting procedures, administering funds, liaising with the government and local entities, managing municipality assets, and hiring staff.
- b. **Department Heads:** Department managers are responsible for reviewing and approving their respective plans and ensuring that their organization's plan adequately reflects its current operational state. They are also responsible for promulgating this plan, and its guidance, to their personnel. Department managers are responsible for ensuring that their organization has developed, approved, and maintained their organization's plan and ensuring it is supportive to its parent organization's plan.
- c. **Local EMA Director:**
  - a. Develop, revise/update, and promulgate municipality's emergency operations planning documents, to include participation in the county hazard mitigation plan.
  - b. Coordinate communication between local and county government organizations.
  - c. Identify/locate local resources to help with response and recovery efforts.
  - d. Coordinate with damage assessment teams
  - e. Coordinate municipal T&E activities with County EMA.
- d. **County EMA:** The county organization responsible for ensuring county compliance with resilience and emergency policies and guidance. They are responsible for providing tools, templates, and T&E activities to support the municipality's emergency management program.

## **XI. Coordination Meetings (Internal & External)**

The emergency planning and coordination meetings are attended to ensure situational awareness and resilience efforts are coordinated properly.

- a. Municipal Meetings
  - a. Council Meetings
    - Councilors will be kept informed and kept up to date regarding ongoing emergencies or threats to the safety of the citizens, property, and environment of the Town of Gray as well as adjoining Towns.
  - b. Budget Meetings
    - During normal operations budget requests will be in line with ongoing hazard and risk assessments and gap analysis. This analysis will be the major impetus when requesting additional funds or equipment.

- During emergency operations requests will be solely made for the purpose of mitigating the emergency. Every effort will be made to reimburse the Town of Gray through insurance claims or through federal emergency declaration funding.
- b. County Meetings
- a. Bi-monthly Emergency Management Meetings
    - Situational awareness and updates.
    - Latest grant program developments
    - Updates to planning models and templates
  - b. Incident Management Assistance Team (IMAT) Team Meetings
    - The local EMA director will maintain a working relationship with the County IMAT team in the event the Town of Gray needs assistance managing a multi–operational period incident.

## **XII. Outreach Program Participation**

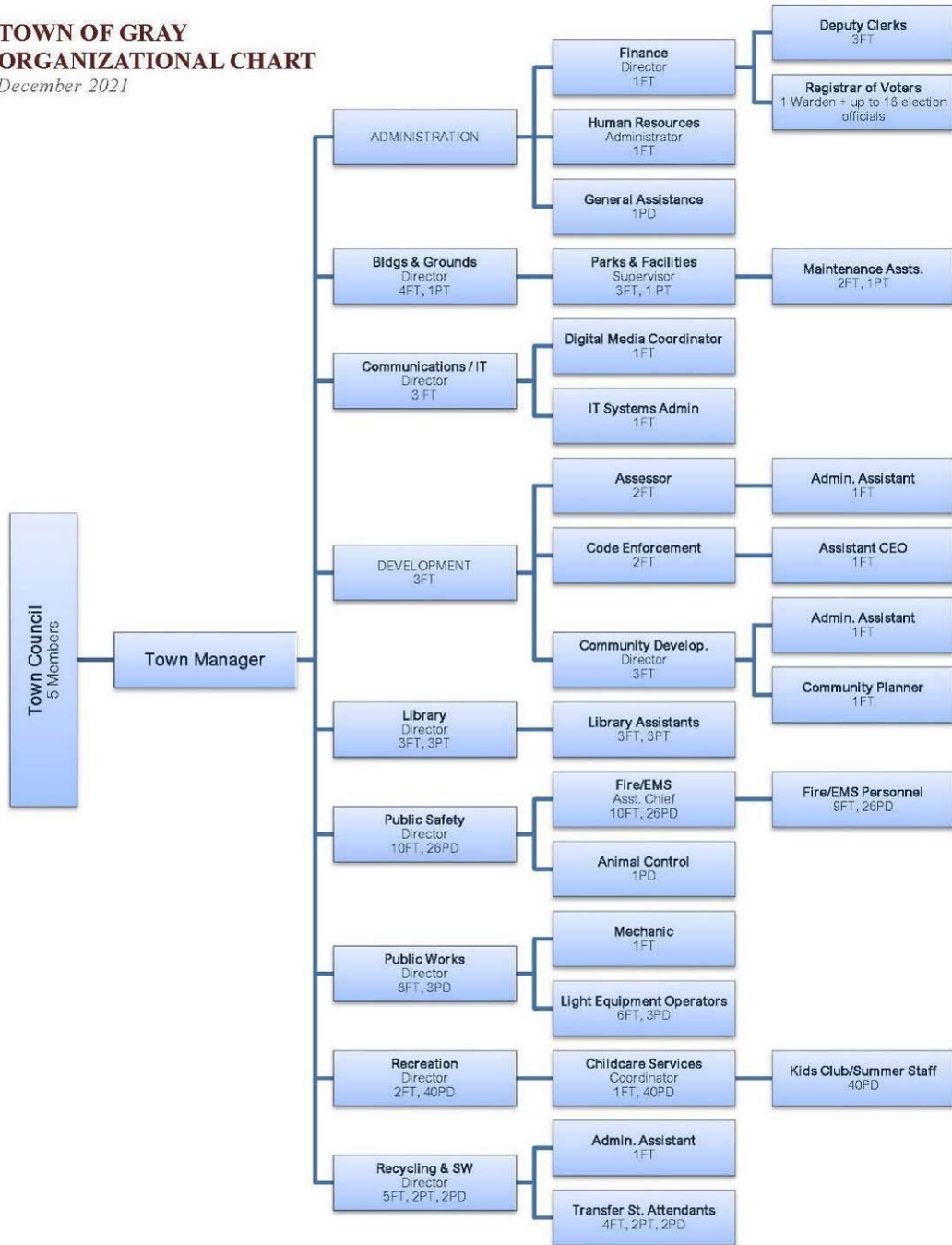
The Town of Gray puts out a monthly newsletter that includes hazard awareness articles. Gray Fire Rescue manages a Facebook page as well as a Twitter feed to make residents aware of ongoing incidents that can create traffic issues as well as seasonal challenges. Gray also hosts an annual Blueberry Festival that is attended by Fire Department employees as well as members from the Cumberland County EMA to distribute safety materials and answer questions.

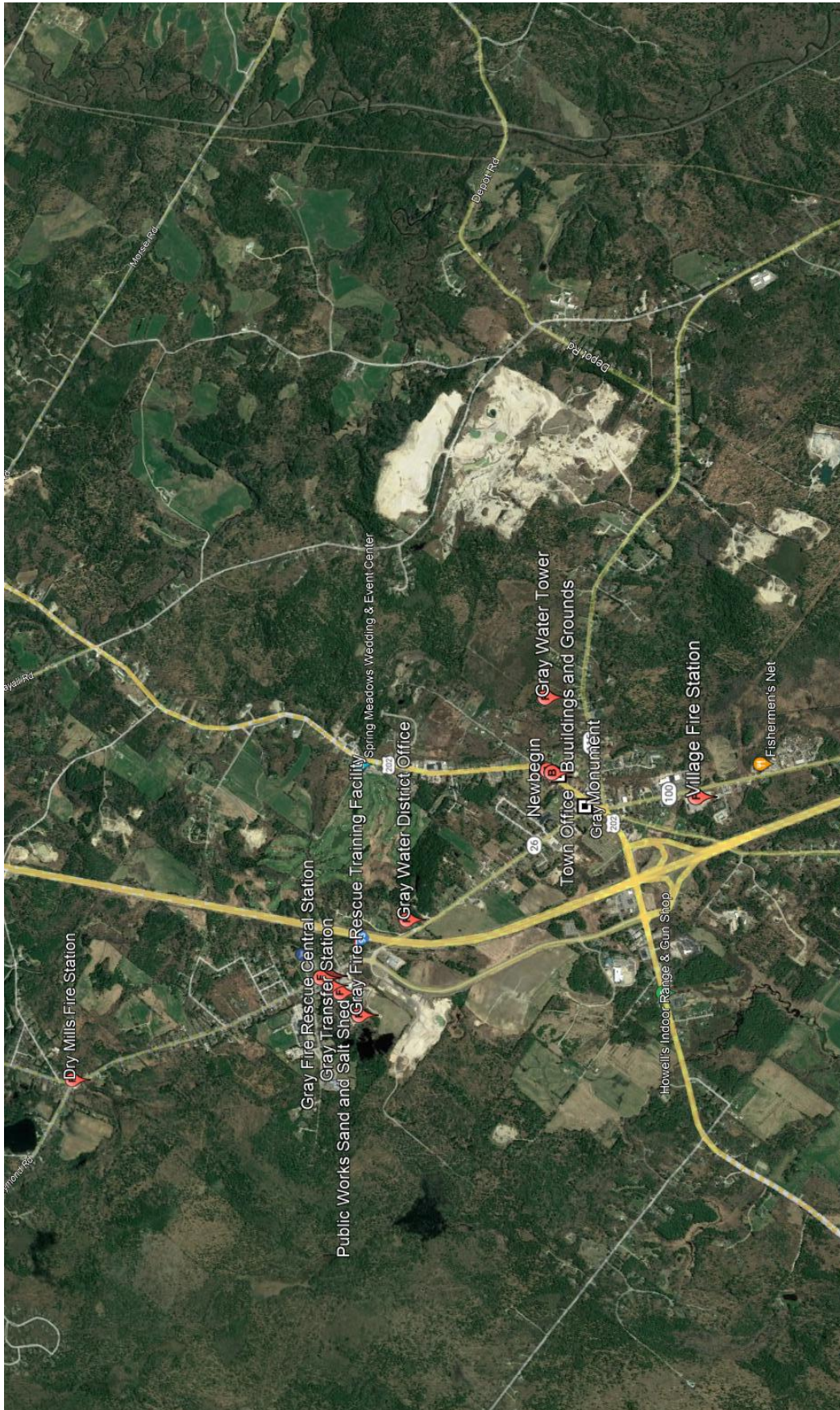
## **XIII. Points of Contact**

If there are any questions or requests regarding information contained within this Plan, please contact the local EMS Director (Fire Chief).

# Annex A: Municipality Organization

**TOWN OF GRAY  
ORGANIZATIONAL CHART**  
*December 2021*





**Roles and Responsibilities:**

1. Elected Officials
  - a. Implement direction, coordination, and policy-making functions, as necessary, to provide for optimum protection of public health and safety before, during, and after a declared state of emergency.
  - b. Approve pre-planning, response goals, plans, and emergency accounting procedures.
  - c. Provider representatives to the Emergency Operations Center, as requested.
2. Town Manager
  - a. Direct and coordinate response that overlaps departmental lines or requires decisions as to which department(s) will perform various functions.
  - b. Commit staff and resources of departments, in the absence of the department head, or if it is beyond the scope of the authority of the department head.
  - c. Oversee public information regarding the disaster/emergency event and recovery operations.
  - d. Authorize special purchasing due to emergency conditions.
  - e. Authorize the release of emergency public information statements.
3. Fire Services
  - a. Responsible for responding to incidents within the municipality, and to those locations that have established Mutual Aid Agreement (MAA), with the following types of services:
    - i. Fire suppression
    - ii. Heavy rescue operations
    - iii. Hazardous material incident response
    - iv. Emergency medical services
    - v. Search and rescue operations
    - vi. Chemical, Biological, Radiological, Nuclear, and high yield Explosives (CBRNE) monitoring.
    - vii. Evacuation recommendations, notifying evacuation authorities, and assisting in the dissemination of evacuation notification.
    - viii. Fire code enforcement
    - ix. Explosive device mitigation and response
      - This function will be referred to law enforcement with experience in the handling of explosives. Unified command will be set up and will consist of a minimum of Gray Fire Rescue, the bomb team leader and Cumberland County EMA.

#### 4. Law Enforcement

- a. Responsible for responding to incidents within the municipality, and to those locations that have established MAA, with the following types of services:
  - i. Maintenance of law and order
  - ii. Crowd, traffic, and restricted area control
  - iii. Coordinate evacuations
  - iv. Identify local emergency evacuation routes from high hazard areas.
  - v. Security measures, including protection of vital facilities
  - vi. Provide security for the Emergency Operations Center, as needed
  - vii. Assist in notification and warning to the general public
  - viii. Assist with initial impact assessment
  - ix. Coordinate security for the damaged areas, vital facilities, equipment, staging areas, and shelter operations
  - x. Explosive device identification, mitigation, and response.

#### 5. Public Works

- a. Responsible for responding to incidents within the municipality, and to those locations that have established MAA, with the following types of services:
  - i. Coordination of restoring public facilities, roads, and bridges
  - ii. Debris and snow clearance on roads and streets
  - iii. Providing equipment, supplies, and personnel as needed
  - iv. Supporting traffic control measures – providing signage, detours and barricades
  - v. Safety inspections – roads and bridges

#### 6. Buildings and Grounds, Code Enforcement

- a. Responsible for responding to incidents within the municipality, and to those locations that have established MAA, with the following types of services:
  - i. Damage assessment for infrastructure and public facilities
  - ii. Providing equipment, supplies, and personnel as needed

#### 7. The Gray Water District

- a. Responsible for responding to incidents within the community if necessary
- b. Maintain communication with unified command regarding water supply and water quality.

## Annex B: Operational Phases and Implementation

### Five Phases of Emergency Management

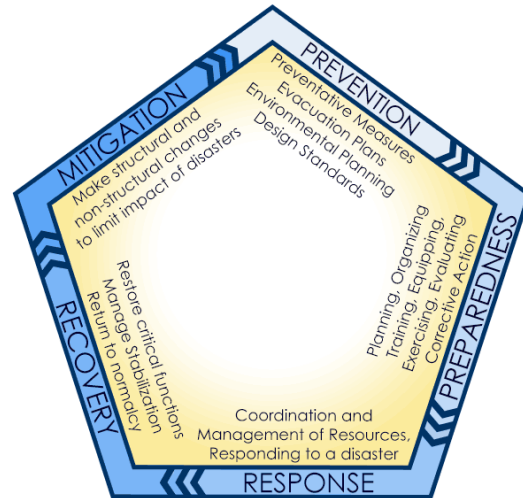
Prevention, mitigation, preparedness, response and recovery are the five steps of Emergency Management.

#### A. Prevention

Actions taken to avoid an incident.  
Stopping an incident from occurring.  
Deterrence operations and surveillance.

#### B. Mitigation

Refers to measures that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Typical mitigation measures include establishing building codes and zoning requirements, installing shutters, and constructing barriers such as levees.



#### C. Preparedness

Activities increase a community's ability to respond when a disaster occurs. Typical preparedness measures include developing mutual aid agreements and memorandums of understanding, training for both response personnel and concerned citizens, conducting disaster exercises to reinforce training and test capabilities, and presenting all-hazards education campaigns.

#### D. Response

Actions carried out immediately before, during, and immediately after a hazard impact, which are aimed at saving lives, reducing economic losses, and alleviating suffering.

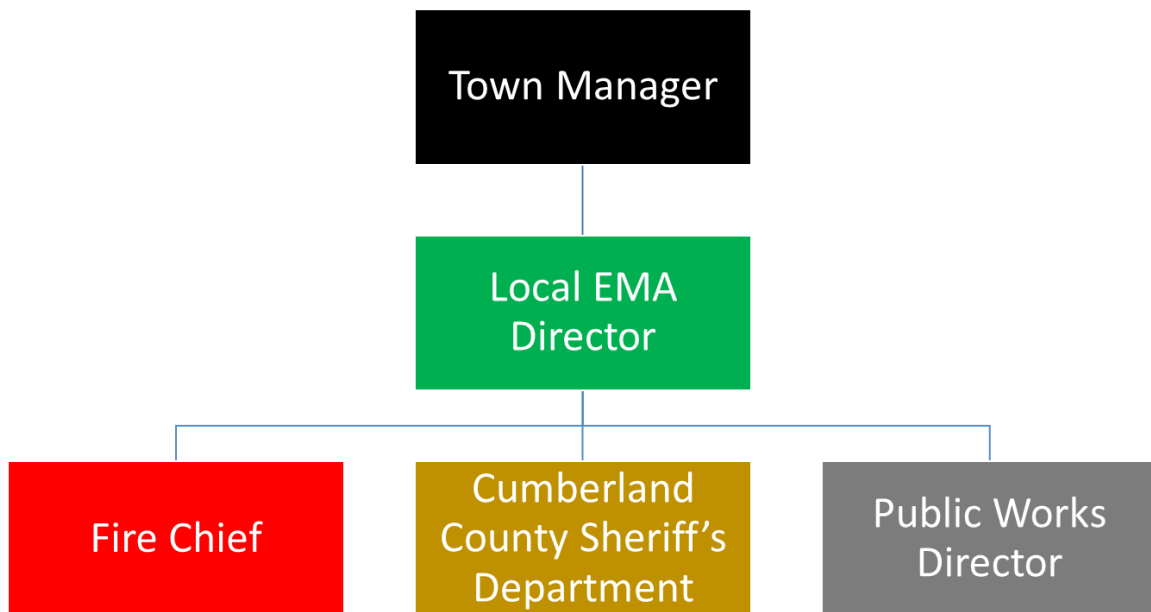
Response actions may include activating the emergency operations center, evacuating threatened populations, opening shelters and providing mass care, emergency rescue and medical care, firefighting, and urban search and rescue.

#### E. Recovery

Actions taken to return a community to normal or near-normal conditions, including the restoration of basic services and the repair of physical, social and economic damages. Typical recovery actions include debris cleanup, financial assistance to individuals and governments, rebuilding of roads and bridges and key facilities, and sustained mass care for displaced human and animal populations.

## Municipality Response Structure (to include Roles & Responsibilities)

Command and control of an all-hazard event is a critical function that demands a codified framework for the preparation and execution of plans and orders. Emergency response organizations at all levels of government manage command and control activities somewhat differently depending on the organization's history, the complexity of the crisis, and their capabilities and resources. Management of response actions must therefore reflect an inherent flexibility in order to effectively address the entire spectrum of capabilities and resources. The structure can be seen in the figure below.



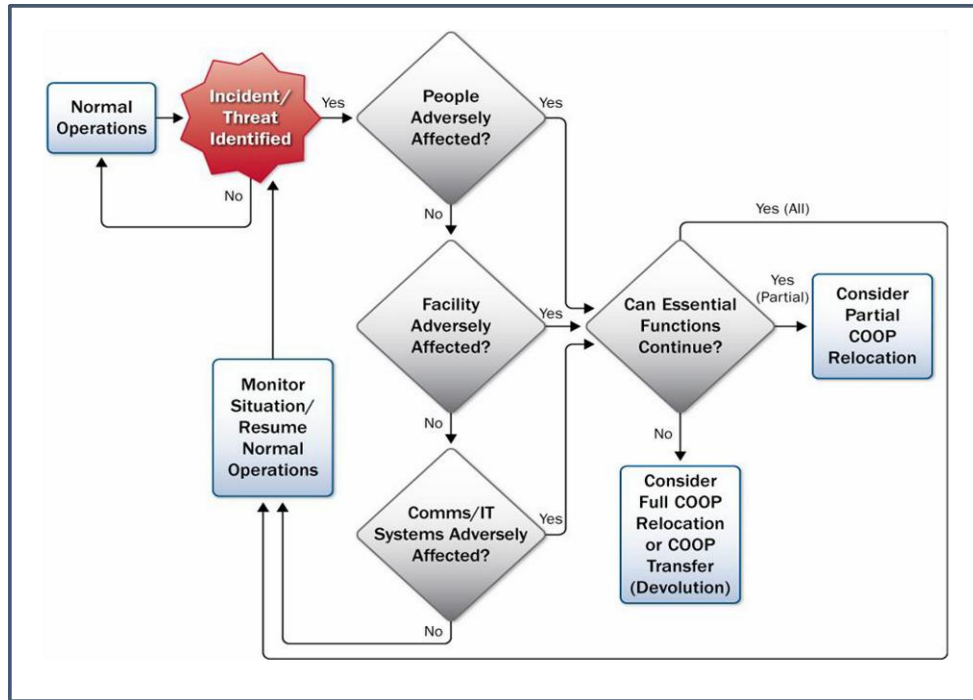
## Activation Decision Process

Activation of any emergency process requires a detailed decision process, one that is flexible and scalable to meet the needs of the entire spectrum of potential events that could disrupt operations up to and including relocation of operations.

It may not be necessary to activate every aspect of the emergency plan for all emergency situations. A partial activation may be more appropriate. But that is something that should be considered, planned for, and implemented at appropriate times.

Under the Town's current Emergency Management Ordinance, the Town Manager and/or EMA Director can activate the plan initially, but continuation of the activated state must

be approved by the Council within five (5) days, or as soon as time permits to conduct the discussion safely.



### Activation Levels and Triggers

For any emergency, numerous factors determine the level of response that is required to manage the incident. Each of those levels requires activation and deactivation triggers. The table below details the municipality’s anticipated activation levels and triggers.

Level	Trigger	Response
1	Known upcoming significant event.	Add additional staffing, partially staff the EOC.
2	Event that overwhelms the Town’s resources as well as mutual aid resources.	Full EOC activation. Notify CCEMA of the event. Set up unified command with all responding disciplines.
3	Multi-operational period event.	All the above. Request an IMAT team for assistance. Request the command van and a tactical dispatcher(s) from CCRCC.

The following scenarios illustrate situations that could mandate activating this plan:

- The municipality facility, or a portion of it, cannot accommodate normal business activities because of an unfavorable event such as structural or mechanical failure, fire, or minor explosion. In this case, partial relocation will be considered based on the situation.
- The municipality facility and surrounding areas temporarily cannot accommodate normal business activities due to an unfavorable event not originating there such as a nearby building collapse, air or water contamination, or loss of electrical power. In this scenario, partial continuity of operations relocation may occur.
- The region is closed to normal business activities due to a widespread utility failure, terrorism, natural disaster, significant hazardous material incident, or civil disturbance. Under this scenario, there may be uncertainty of additional events such as secondary explosions, aftershocks, or cascading utility failures. In this scenario, full relocation may occur.
- The municipality facility and personnel are unavailable to perform critical functions because of an extreme natural disaster, weapons of mass destruction crisis, or other similar catastrophic event. Under this scenario, relocation or devolution of functions may occur.

The activation process includes the following activities:

1. Occurrence of an event or the threat of an event
2. Reviewing, analyzing, and deciding to activate emergency plans and procedures
3. Alerting and notifying the emergency personnel of the need to activate
4. Relocating, if necessary, to alternate sites
5. Accounting for staff members
6. Identifying available organizational leadership
7. Making appropriate notifications to ensure all are aware of the plan activation and/or relocation

## Implementation Options

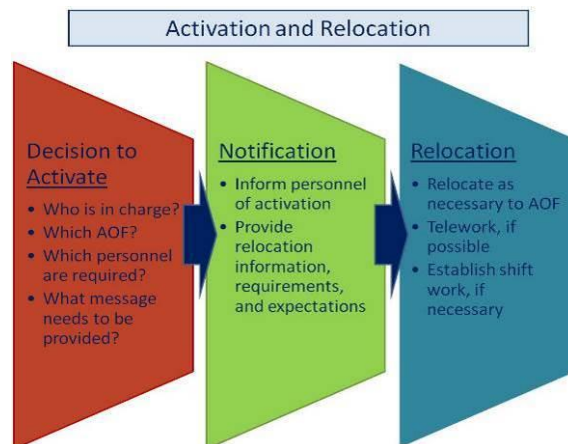
The expected response to any event that disrupts operations can be divided into the three basic categories described below. It should be noted that in some situations, the best response may involve a combination of these options and, as always, extensive use of the telework option will provide additional flexibility and capability and will be strongly encouraged as much as practicable.

- **Continuity Relocation:** When a primary operating facility becomes unavailable to support operations, municipality office personnel will relocate to a

predetermined alternate work location. Examples of relocation scenarios would be significant flooding, power disruption, contamination events at a facility, or a threat or attack that renders the primary operating facility unsafe for occupancy.

- **Devolution.** Devolution is the capability to transfer statutory authority and responsibility for critical functions from the primary staff and facilities to predetermined staff and facilities that are capable of sustaining the operational capability for an extended period.
- **Social Distancing:** Infrastructure and facilities are generally viable and can support operations, however, in some scenarios, social distancing may be required. In order to minimize contact, only very limited numbers of personnel are required to report to work (generally by splitting staff between in-person and remote work). Protective measures and limited contact (social distancing) are imposed on the workforce. Personnel are encouraged to use telework as much as possible to perform their functions.

### Activation and Relocation



### Notification Process

Communicating with the staff, community members, and visitors we serve, all at the same time, is extremely challenging, especially during situations that can cause anxiety and panic. When fires break out, when extreme weather occurs, when earthquakes happen, and even when terrorism or active assailant incidents transpire, managers and leaders have to have the ability and facility to reach their employees quickly and efficiently. These are the occasions wherein communication should actually be flawless and efficient. These systems enable managers and leaders to reach their employees in a reliable and efficient way, especially when the situation is a matter of life and death.

**Notification of Municipal Leadership:**

- The Town of Gray maintains a Phone Tree that can be initiated by whomever is in charge.
- The Town of Gray also uses a software program called Vigilance to maintain contact with all employees logged into their computers. Alerts can be initiated immediately, 911 notified, and a lock-down initiated if necessary.

**Notification of Staff:**

- On Duty Staff: On-duty staff will be notified utilizing the following means:
  - Vigilance
  - Word of mouth
  - Phone Tree
  - Email
  - Radio
- Off-Duty Staff: Off-duty staff will be notified utilizing the following means:
  - Phone Tree
  - Email

**Notification of External Authorities:**

- External authorities will be notified utilizing the following means:
  - Vigilance
  - Phone
  - Radio

**Notification of Partners:**

- Partners will be notified utilizing the following means:
  - Phone
  - Radio through Cumberland County Regional Communications Center (CCRCC)

**Notification of Suppliers:**

- Suppliers will be notified utilizing the following means:
  - Phone
  - Email
- If supplies cannot be ordered through normal means, then we would notify CCEMA of the need for resources or supplies.

**Notification of Community:**

- The community would be notified utilizing the following means:
  - Social Media
  - Reverse 911
  - Code Red
  - Door to door if necessary

**Relocation Process**

If the decision to relocate is made, pre-identified personnel will immediately deploy to the alternate location to assume the performance of critical functions. Personnel who aren't part of that roster will be directed to return to their homes, or other safe locations, until further instructions are given.

**Departure of Relocation Personnel**

During duty hours with or without warning:

1. Pre-identified personnel will depart for the alternate facility, which is located in The Gray Public Library.
2. Notification will be made to the following parties:
  - CCEMA
  - Municipal officials
3. Personnel not deploying will receive instructions to proceed to their homes, or other safe locations, and await further instructions.

**During Non-Duty Hours With or Without Warning**

1. Deployable personnel will depart for their alternate work location utilizing their Personally Owned Vehicle (POV); and
2. Non-deployed staff will remain at their residence or current location to wait for further instructions.

**Situation Reports**

Situation reports provide information regarding the emergency event and response. Situation reports help municipal leaders make informed decisions about how critical functions will be performed. The reports are also distributed to outside organizations, with appropriate need-to-know, to inform them of the municipality's response status.

These reports should be distributed using a pre-determined schedule until the event is over.

## Annex C: Risk Management

Risk Management is a comprehensive process that requires organizations to identify, assess, and prioritize risk. Organizations accept the risk or apply resources to mitigate or control the impact of the risk. The key to having an effective risk management program is understanding potential risks and the organization's relation to the risks. Organizations should conduct and document a risk assessment of all critical functions and services by completing a Business Impact Analysis (BIA) against all hazards at least every five years.

### Types of Risk *(not all inclusive)*

- **Natural Hazards**
  - Meteorological – Temperature Extremes, Flooding, Dam/Lee Failure, Severe Thunderstorms (Wind, Rain, Lightning, Hail), Tornadoes, Windstorms, Hurricanes and Tropical Storms, and Winter Storms (Snow/Ice)
  - Geological – Earthquakes, Landslides, and Subsidence/Sinkholes
  - Biological – Infectious Diseases and Food-borne Illnesses
- **Human-Caused Hazards**
  - Accidents – Workplace Accidents, Entrapment/Rescue (Machinery, Water, Confined Space, and High Angle), Transportation Accidents (Motor Vehicle, Rail, Water, Air, Pipeline), Structural Failure/Collapse, and Mechanical Breakdowns
  - Intentional Acts – Labor Strikes, Demonstrations, Civil Disturbances (Riot), Bomb Threats, Lost/Separated Person, Kidnapping/Extortion, Hostage Incidents, Workplace Violence, Robberies, Sniper Incidents, Terrorism (Chemical, Biological, Radiological, Nuclear, and Explosives), Arson, and Cyber/Information Technology (IT) (Malware Attack, Hacking, Fraud, Denial of Service, etc.)
- **Technological Hazards**
  - IT – Communications Degradation/Outage, Loss of Connectivity, Hardware Failure, Lost/Corrupted Data, and Application Failure
  - Facility – Structural Damage, Fire Alarm Failure
  - Utility Outage – Communications, Electrical Power, Water, Gas, Steam, Heating/Ventilation/Air Conditioning, Pollution Control Systems, and Sewage Systems
  - Fire/Explosion – Fire (Internal) and Explosion (Chemical, Gas, or Process Failure)

- Supply Chain Interruption – Supplier Failure and Transportation Interruption
- Hazardous Materials – Hazardous Material Spill/Release, Radiological Accidents, HAZMAT Incident Off-Site, Transportation Accidents, and Natural Gas Leak Supplies

### **Risk Assessment Approach**

In order to help determine what the greatest probable risks and threats are, the following categories were considered in the performance of the assessment:

- Probability – Likelihood of this incident occurring
- Human Impact – Possibility of death or injury
- Property Impact – Physical losses and damage
- Business Impact – Potential Disruption of Services
- Preparedness – What planning, training, and preparedness activities have been done
- Internal Response – Timeliness, Effectiveness, and Resource Allocation
- External Response – Community/Mutual Aid staff and supplies

**The Town of Gray participated in the development of the Cumberland County THIRA and uses that risk assessment as a basis for preparing for emergencies in the Town of Gray.**

Results of the assessment are used to correct deficiencies and reduce risks. Results also assist in operational and resilience planning, training, and exercising.

The Hazard Vulnerability Assessment for Town of Gray is maintained by the Municipality Manager, local EMA Director, and CCEMA, both in hardcopy and electronically, and are review and/or updated annually.

The chart below lists the threats and hazards that are most likely to affect the Town of Gray based on future likelihood as well as historical information. This chart is not all inclusive.

<b>Threats and Hazards - Natural</b>	<b>Likelihood</b> 1=Low 2=Medium 3=High	<b>Significance</b> 1=Low 2=Medium 3=High	<b>Visibility</b> Local Regional National	<b>Vulnerability</b> Percentage of population likely to be affected 1=<1% affected 3=1-10% affected 5=>10% affected	<b>Critical infrastructure or key resources that may be affected.</b>
Severe Summer Storms	2	3	Local & Regional	5	Road access, power supply, fuel supply.
Severe Winter Storms	2	3	Local & Regional	3	Road access, power supply, fuel supply.
Temperature Extremes	3	3	Local, Regional & National	3	Road access, power supply, fuel supply.
Hazardous Material Release	1	3	Local & Regional	3	Road access, water supply, power supply
Power Failure	2	3	Local & Regional	3	Heating and cooling. Food preservation.
Cyber Incident	3	3	Local & Regional	1	Water supply

## Annex D: Response Options

### Organizational Response Options

There are only four potential response options to any emergency incident. They are:

- a. **Shelter-in-Place.** Sheltering-in-place means staying inside whatever building you happen to be in at the time of an emergency or, if you are outside, going into an undamaged building nearby and staying there for a period that may last hours to several days.
- b. **Evacuation.** Evacuation is the urgent immediate egress or escape of people away from an area that contains an imminent threat, an ongoing threat to lives or property.
- c. **Relocation (Continuity of Operations).** The transfer of operations from its primary location to another pre-determined location. Relocation utilizes the day-to-day staff, just working from a different location.
- d. **Devolution.** The transfer of operations from a primary location to another pre-determined location. Devolution utilizes the completely separate staff from day-to-day personnel, which often means there is a degradation in performance.

For more information regarding how these options would be implemented, please refer to the organization-specific plans.

## **Annex E: Hazard Mitigation Plan**

The Town of Gray has adopted the County Hazard Mitigation Plan, which can be found [HERE](#).

Of particular concern for the Town of Gray is the water supply system. We currently draw the majority of our water from the area designated as Wellhead 1, approximately along Shaker Road from Main Street to the I-95 bridge. The concern we face is that the Maine State Turnpike runs directly through this zone. If we were to have a hazardous material spill on the turnpike, everyone that subscribes to the Gray Water District could potentially be affected.

## Annex F: Continuity of Operations Plan

During an emergency incident, the organization's functions could be hampered or completely prevented from being performed. Any time that a function is prevented, or seriously hindered, from being performed, considerations need to be made to move those functions to a safer environment, where they can be performed more easily until they can Return to Operations (RTO).

Function	RTO	Organizations/Partners Involved
Town Clerks	2 days	Town of New Gloucester
Public Works	2 hours	Gray DOT Camp
Fire Department	1 hour	Public Works, DOT Camp, Town of New Gloucester
All town office services	2 days	Town of New Gloucester
Transfer Station	Unk.	Private waste haulers
Child Care	2 days	Town of New Gloucester, MSAD-15

**Continuity of Operations** is where those functions are moved to a pre-determined location, with day-to-day personnel relocating to another facility to perform the functions. Pre-incident planning needs to be done to ensure the proper resources are available at the alternate operating location, to make the transition as seamless as possible.

Here are the Town of Gray's continuity implementation procedures:

- Determine how long building will be untenable. This will be determined by the Buildings and Grounds Director who may call in structural engineers as needed.
- Determine whether functions of organization should be delayed until reoccupation is permitted, or if services should be provided from another location.
- If services are to be provided from another location, determination must be made on where that location will be, and what resources are needed to become operational.
  - Known items needed other than basic necessities.
    - Office or desk space for those required to work.
    - Phone service for each.
    - Computer with internet access for each.

- Transfer Station operations could be provided by contracting with waste haulers setting up a series of dumpsters that people could use. Waste streams would be limited to household trash only, and bulky waste and recycling would not be accepted. Possible locations to set up temporary waste collection may include:
  - MSAD-11 school parking lots on Libby Hill Road
- Once operational, notifications must be made to municipal leadership, staff, partners, and general populace about new operating location.
- Some relocation options available to the Town of Gray:
  - Municipal services can move to the Gray Public Library
  - Appropriate departments might move equipment and / or operations to facilities of neighboring municipalities (ex. New Gloucester Fire Station)

**Interlocal agreements with neighboring municipalities to provide municipal services from their offices (ex. Clerk’s functions, Code Enforcement – Local Plumbing Officer Inspections)**

**Orders of Succession and Delegations of Authority**

It is critical to establish a clear line of succession should an organization’s leadership becomes incapable of performing its legal and authorized duties, roles, and responsibilities. The designation of a successor enables an alternate individual to serve in the same position as a principal in the event of that principal’s death, incapacity, or resignation. Orders of succession provide clarity of leadership to personnel when individuals serving in senior leadership, key decision-making, or management roles are unavailable.

Orders of succession are a formal and sequential listing of positions (rather than specific names of individuals) that identify who is authorized to assume a particular leadership or management role under specific circumstances. The Town Council Chairperson will be notified as soon as possible if this process needs to be implemented.

<b>Order of Succession for Manager</b>
Emergency Town Manager
Emergency Management Director
Public Safety Director
Public Works Director

Town Council Chair

**Essential Records Management**

Essential records are information systems, technology, applications and infrastructure, electronic and hardcopy documents, references, and originals and/or copies of records needed to support the continued performance of continuity operations during a continuity activation. The identification, protection, and availability of electronic and hardcopy essential records and electronic information systems needed to support essential functions during all-hazards emergencies are critical elements of a successful continuity plan and program.

Organizations must also protect information that is needed to resume normal operations for reconstitution. Each organization has different functional responsibilities and business needs. An organization decides which records are essential to its operations and then assigns responsibility for maintaining current copies of those records to the appropriate personnel. Organizations should have multiple copies of their essential records in several locations stored on redundant media and in virtual storage environments.

Essential Records Categories include the following:

1. **Emergency Operating Records:** Records and electronic information systems essential to the continued functioning or the reconstitution of an organization during and after a continuity activation. Examples of these types of records are emergency plans and directives, orders of succession, delegations of authority, staffing assignments, and related policy or procedural records. These records provide an organization's personnel with the guidance they need to continue and resume normal operations.
2. **Legal and Financial Rights Records:** Records that are critical to carrying out an organization's essential legal and financial functions. These records are vital to the protection of the legal and financial rights of individuals who are directly affected by that organization's activities. These records include those with such value that their loss would significantly impair the execution of essential organization functions to the detriment of the legal or financial rights and entitlements of the organization and the affected individual(s). Examples of these records are accounts receivable files, contracting and acquisition files, official personnel records, Social Security, payroll, retirement, insurance records, and property management and inventory records. Legal and financial rights records considered critical for continued performance of essential functions should be included in the Emergency Operating Records and accessible at all potential operating locations.

Electronic records could be processed with minimal set up or disruption by using the network currently in place. Hard copy records could be made available within a week provided none were destroyed.

**Communications and Information Management**

The success of any emergency response depends on the availability of robust and effective communications systems. An organization’s ability to execute essential functions depends on the availability of an effective communications system. Communications systems must support connectivity among key leadership, internal elements, other organizations, and the public under all conditions. Communications capabilities must also be interoperable and reliable to enable communications involving multiple organizations.

Department	Basic Connectivity						Mobile/In-Transit	Additional Capabilities						
	Phone/Fax		Data Network, Email, and Scanning		Conference			Alt	Government Emergency Telecommunications Service	Wireless Priority Service	Telecommunications Service Priority	Physically Diverse Data Networks	Emergency Power	
	Telephone	Facsimile	Wired Internet Access	Wireless Network Access	Telephone Conferencing	Video Conferencing								
Town Office	X	X	X	X	X	X		X		X	X	X	X	X
FD/EMS	X	X	X	X	X	X		X		X	X	X	X	X
CCSO	X	X	X	X	X	X		X		X	X	X	X	X
PW	X	X	X	X	X	X		X		X	X	X	X	X
B&G	X		X	X				X						X

## Communications Capabilities:

- Telephone and Facsimile
  - Telephone (Voice over Internet Protocol or VOIP)
  - Facsimile
  - Backup telephone handsets for use on existing Facsimile lines in the event of an Internet failure effecting VOIP
- Data Networks, Email, and Scanning
  - Wired Internet Access – Otelco, Spectrum(?)
  - Wireless Internet Access – Otelco service, Linksys routers
- Conferencing
  - Telephone conferencing (VOIP)
  - Video Conferencing
- In-Transit Communications
  - Mobile Telephone
  - Emergency radio communications linked to CCRCC (Cumberland County Regional Communications Center)
- Additional Capabilities
  - Physically Diverse Data Networks
  - Emergency Power

## **Annex G: Hazardous Materials (HAZMAT) Response Plan**

The Gray Fire Rescue Department is trained to the Operations Level and also employs a number of HAZMAT Technicians capable of evaluating a situation to determine what additional resources will be needed to mitigate the situation.

1. Resources available:
  - a. Portland Fire Department HAZMAT Team
  - b. South Portland HAZMAT Team
  - c. ChemTrec (*see glossary*)
  - d. Local experts

## **Annex H: Mass Care Considerations**

### **Gray New Gloucester High School**

The Gray New Gloucester High School is located on Libby Hill Road, adjacent to the Gray Central Station located on Shaker Road north of the I-95 bridge. This location has been designated as possible site for Mass Sheltering and Mass Care & Feeding. An excerpt from the “Gray New Gloucester High School Regional Shelter Survey” is included later in this Annex.

The Gray Public Library is located on Hancock Road in the Gray Village, and is routinely used as a cooling and warming center.

Hours of operation:

Sun: CLOSED

Mon: CLOSED

Tue: 9:30AM -7PM

Wed: 9:30AM -7PM

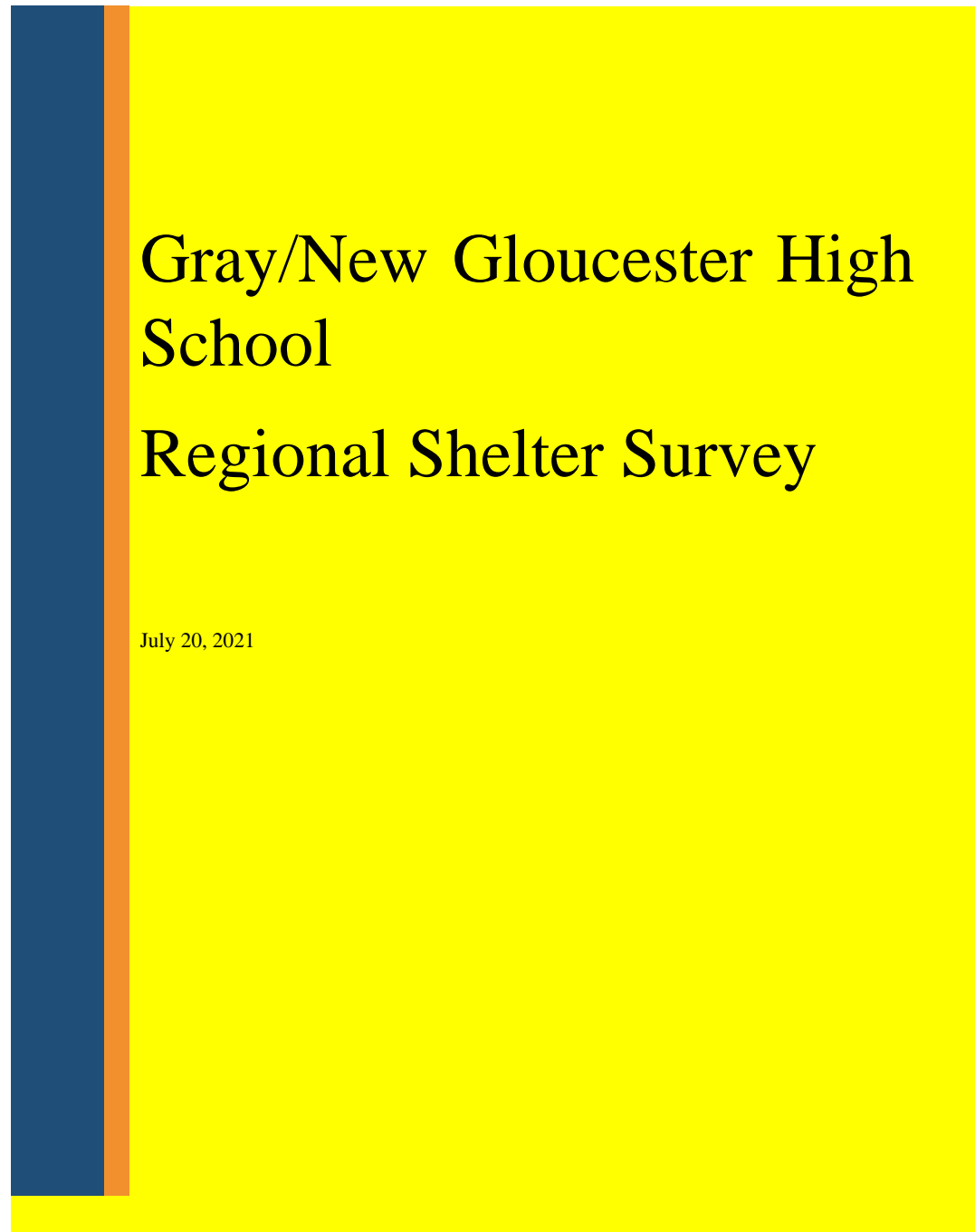
Thur: 9:30AM – 6PM

Fri: 9:30AM – 5PM

Sat: 9:30AM – 3PM

In times of an emergency, the Town can make arrangements to extend the hours and add weekends.

The Newbegin Gym is located on the Pennell Campus on Main Street in the Gray Village, and unless being used by the Recreation Department / KidsClub could provide an alternative location for these activities.



**F. Overview**

On July 20, 2021, the following partners conducted a walk-through of the Gray/New Gloucester High School to pre-plan its use as a Regional Shelter:

- Ron Jones, CCEMA
- Margaret Cushing, CCEMA
- Paul Duclos, ARC
- Kurt Elkanich, Gray EMA
- Kerri Foley, ARC
- Jason Martel

As a result of this walk-through and subsequent meetings and communications, the Gray/New Gloucester High School Regional Shelter has been developed. This document has been distributed to the following key partners:

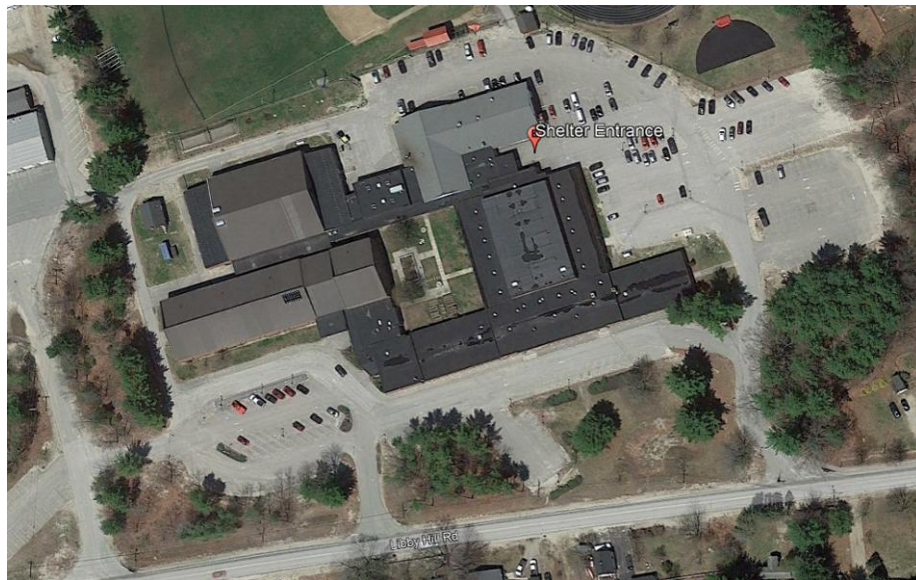
<b>Name</b>	<b>Agency</b>	<b>Title</b>
<b>Margaret Cushing</b>	Cumberland County EMA	EM Coordinator
<b>Kurt Elkanich</b>	Gray Fire Dept.	Fire Chief/EMA Director
<b>Paul Duclos</b>	Red Cross	Survey Volunteer
<b>Diane Boucher</b>	MSAD 15	Dir. Finance/Operations
<b>Jason Martel</b>	MSAD 15	Facilities Manager

### Contact Information

Diane Boucher    [dboucher@sad15.org](mailto:dboucher@sad15.org)    657-9202  
 Jason Martel    [jmartel@sad15.org](mailto:jmartel@sad15.org)    207-657-9485    207-320-0469

### **G. Overview**

- Gray New Gloucester High School is located at 10 Libby Hill Road in Gray.
- (43°54'10.40"N/70°20'59.68"W), Cross street: Shaker Road.
- The building was constructed around 1960, with additions in 1972, 1976, 1987 and 2008. It was renovated in 2017.
- The north section of the building will be used to house clients. Every effort will be made to limit contact between students and clients.
- According to ARC shelter recommendations, the school can accommodate 500 for evacuation (24-48 hours) and 250 for a post disaster shelter (3-5 days).



### **H. Emergency Power**

- The generator has limited capacity to heat and power the facility. It partially serves the kitchen. It may be necessary to provide an auxiliary generator if there are clients with electricity dependent medical equipment.



**I. Shelter Parking**

- There are multiple parking lots around the building. There is one accessible parking space near the entrance. Others can be designated through cones or signage.

**J. Entrance**

The shelter entrance is on the east side of the building. It is in the glass lobby. Doors are not marked. Signage will be needed to direct shelter residents to the appropriate location.



**K. Registration**

Registration will take place in Room 165, directly off from the lobby.

**L. Functional Assessment Service Team**

The FAST team will be set up in Room 165, across the corridor from the gymnasium.

**M. First Aid/Health Services**

- Health Services will be close to the FAST room, in 164.



**N. Dormitory Area**

- The gymnasium will serve as the dormitory area. Floor covering may be available.



Gymnasium



Floor Coverings

The Locker Rooms are behind the gym and have accessible accommodations.



There is a concession stand directly in front of the gym where snacks will be served. No food or drinks are allowed in the gymnasium.



### **O. Kitchen and Eating Areas**

- The kitchen is equipped with a gas stove top, steam tables, and refrigerator/freezers.



The Dining Area, Room 115, is beside the kitchen, and encompasses both the kitchen level and the area in front of the stage. This area also doubles as the auditorium for large gatherings.



#### Shelter Staff Areas

The Staff area is in Room 145, in the same corridor as the Quiet and Spiritual Care Rooms.



### **A. Quiet Room**

Room 149 is designated as a Quiet Room for those needing respite from the noise of the dormitory.



### **B. Spiritual Care**

Room 147 is designated as the Spiritual Care area. The restrooms are located across the corridor from this room, allowing access to water.



### **C. Children's Play Area**

- The Auxiliary gym will be used as the Children's Play area. This room has access to the Courtyard, which will be utilized as an outdoor area for the children.



### **A. CCART (Cumberland County Animal Response Team)**

The Animal Response Team will use rooms 132 and 133. The Registration area will be the corridor between the two rooms.

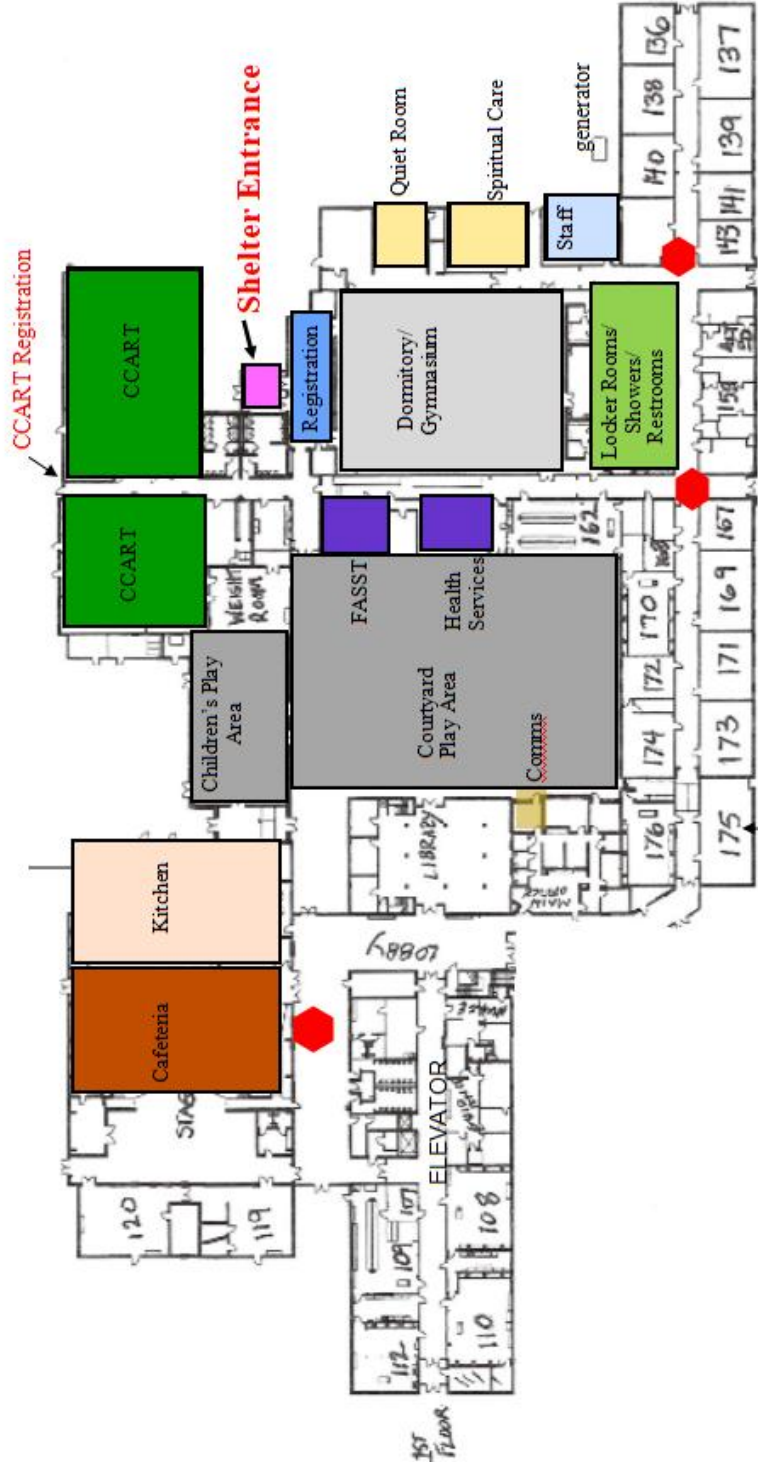


The CCART entrance will be on the north side of the building. Signage will be necessary to guide shelter clients to the appropriate places.



**A. WSSM**

The Communications room is on the west side of the Courtyard behind the library.



The actual plan of operations is still being developed by CCEMA.

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## **Annex I: Emerging Infectious Disease Considerations**

1. Generally speaking, the Town of Gray will follow CDC recommendations.
2. Engineering already in place.
  - a. Plexiglass barriers have been installed at all locations where Town Staff will be interacting with the public on a regular basis.
  - b. Buildings and Grounds crews are well trained in the proper use of disinfectants and the steps needed to be taken in the event of an exposure.
  - c. The infection control officer in conjunction with HR and the Town manager is in charge of disseminating the information provided by the CDC.
  - d. The Town manager will make the final call on what the Town will require for personal protective measure in all town buildings.
  - e. In any case where Maine EMS requires procedures stricter than what the Town is requiring, the fire department will follow Maine EMS requirements.
  - f. The Town has made provisions and has a policy in place for remote work that will be followed in the event of the need to limit the workforce on site.

## **Annex J: Point of Distribution (PoD) Structure**

### **Under Development**

County Map of Locations (Primary and Alternate)

Activation Triggers

Community Assignments

PoD Site Schematics and Procedures

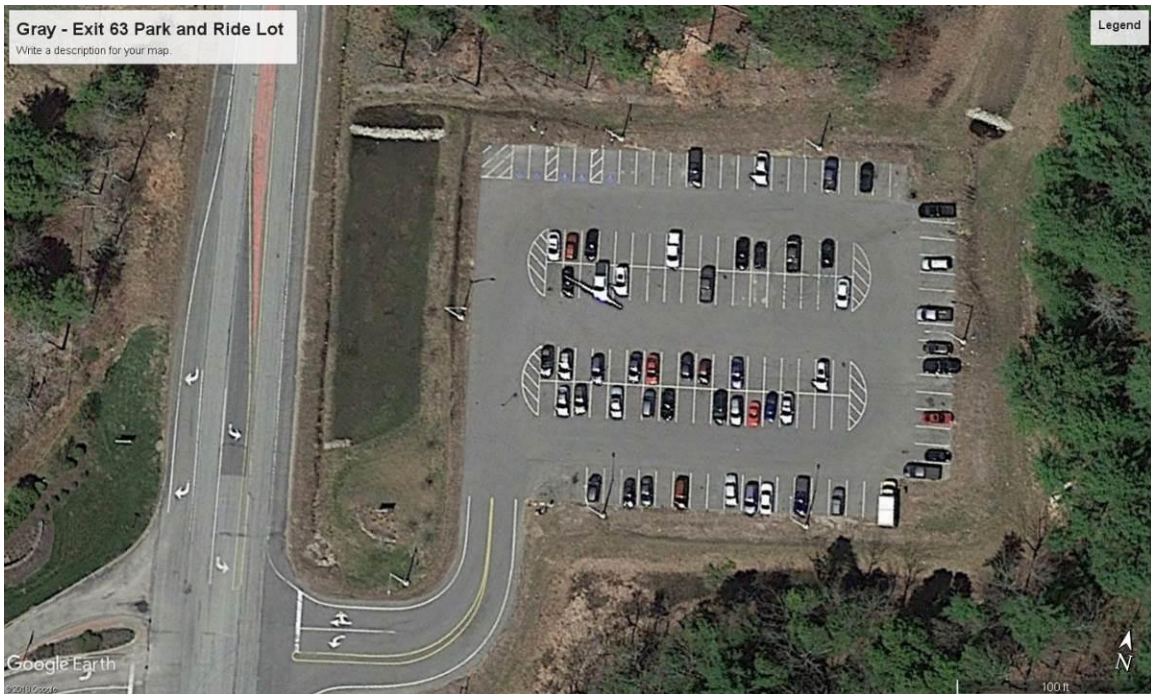
# Commodity Distribution

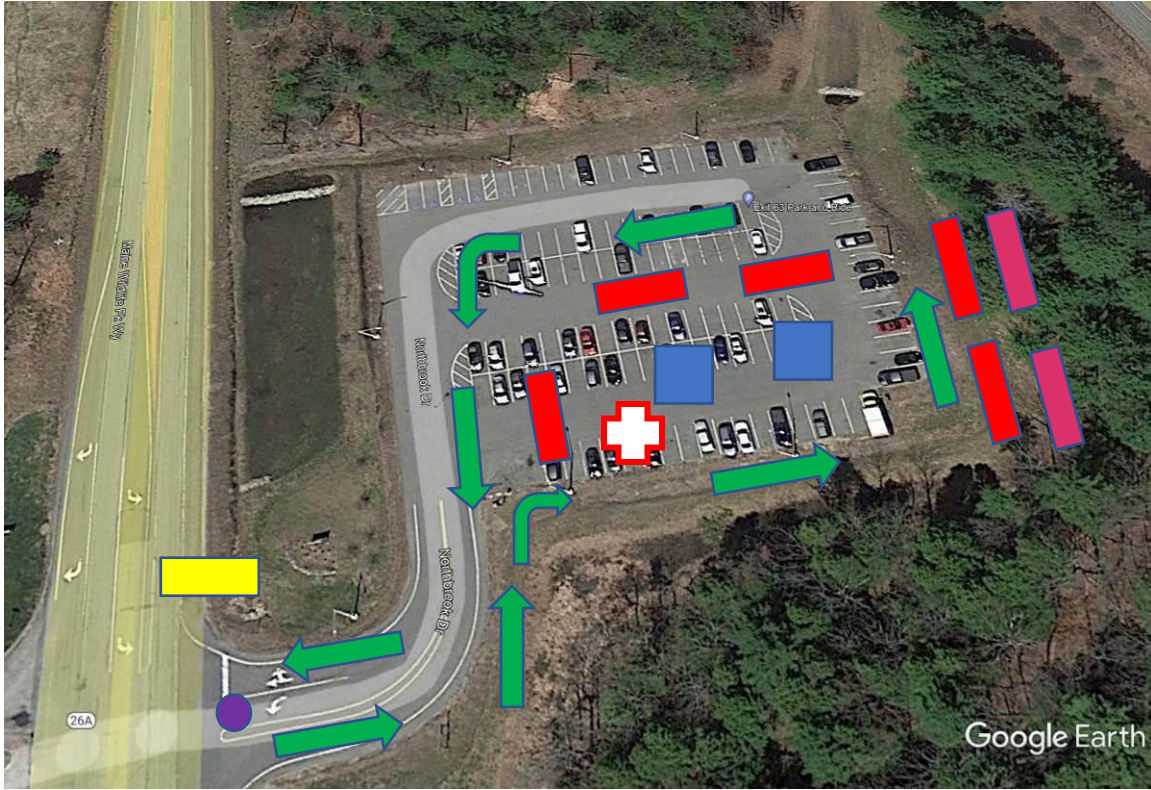
## Commodity Distribution

### Site-Specific Plan


Gray - Exit 63 Park and Ride Lot

Final Version: 08/15/2019





**C-POD Layout Key**

-  • Yellow Arrow – Alternate Entrance
-  • Green Arrow – Flow of Traffic
-  • Blue Squares – Pallets of Commodities
-  • Pink Rectangle – Supply Truck
-  • Purple Circles – Traffic Control
-  • Red Circles – Security
-  • Blue Triangle – Rest Area for staff
-  • Yellow Square – Signs
-  • Red Rectangle – Cones/Barricade
-  • Yellow Circle with Black with white outline Arrow and Thick Border – Picture Locations

## **Annex K: Reconstitution/Recovery**

### **Damage Assessment**

Damage assessment and safety inspections will take place concurrently with, and in support of, other response and recovery activities. These activities will prioritize critical infrastructure and whenever possible, work with sectors/geographic areas utilized for debris management activities.

The municipality will need to carry out an initial damage assessment for resources within the municipality, and detailed safety inspections of municipality resources and other critical resources. The municipality's primary responsibilities will be to:

- Maintain and share situational awareness of damage and repair efforts.
- Document damage claims for FEMA and municipality insurance carriers.

Damage assessment information is required as part of the disaster declaration process. That process includes the following steps:

- Municipality provides an initial damage assessment (IDA) to the county, estimating monetary damages.
  - If Public Assistance is sought, the assessment includes information on damages to infrastructure, public facilities, and essential facilities (such as school). It will also include estimated costs for debris removal, emergency work and emergency protective actions.
  - If Individual Assistance is sought, the IDA also includes information regarding damages to private residences and businesses.
- Cumberland County submits the IDA to the Maine Emergency Management Agency (MEMA), including information about all damages within the county.
- If thresholds are met, the state and/or FEMA initiate a joint Preliminary Damage Assessment (PDA). In which state and federal staff visit damaged areas and independently assess damages.

### **Debris Management**

Debris removal operations are defined as the “cradle to grave” activities to collect eligible disaster-related debris from the public Right of Way (ROW) and facilities and transport the debris to a temporary or permanent disposal site.

Debris removal operations typically begin within 2-5 days following a major debris generating event. This allows time for affected citizens to return to their homes and

begin the clean-up process. Residents then place the debris on the public rights-of-way for collection.

The process of Debris Management is critical to recovery efforts. Proper documentation must be done to submit for federal assistance in the event a disaster is declared.

1. Pictures with addresses or latitude and longitudes where the debris was picked up from are critical when filing for compensation.
2. If debris is hauled by independent contractors for recycling or disposal shipping information logs must be maintained to include the trucking outfits name, contact information, type of debris hauled, amount hauled and the final destination. Cradle to grave records must be kept for all debris disposed of.

## Annex L: Training, and Exercise (T&E) Program

An effective T&E program is necessary for organizations to prepare and validate emergency management plans and programs, to verify the organization's ability to perform its critical functions during a change in normal operating conditions. The T&E of capabilities is essential to demonstrating, assessing, and improving an organization's ability to execute its mission, and the plans and procedures designed to continue it.

Lessons learned from T&E activities will be used to modify/update plans and procedures, to ensure the safety of patients and personnel, and then retested during subsequent T&E activities.

### Elements of the T&E Program

- **Tests:** Demonstrates the correct operation of all equipment, procedures, processes, and systems that support an organization's infrastructure. This ensures that resources and procedures are kept in a constant state of readiness. Testing an organization's policies, plans, and procedures cultivates better organizational knowledge, identifies gaps in coverage, and validates existing plans and programs.

Testing			
Frequency	Type of Test (Notification, Comms Equipment, Personnel Accountability)	Location of Testing Records	Point of Contact for Test
Annual	Fire Alarm	Buildings and Grounds Department	Buildings and Grounds Director
Annual	Security System	Buildings and Grounds Department	Buildings and Grounds Director
Annual	Fire Sprinkler Systems	Buildings and Grounds Department	Buildings and Grounds Director
TBD	IT Testing	IT Department	IT Director
Annual	Hard Wired Telephone Testing	Public Safety Department	Public Safety Director, IT Director

- **Training:** Familiarizes personnel with their roles and responsibilities to support the performance of an organization's emergency operations. Training results in a better understanding of an organization's resilience program, processes, and procedures.

Training			
Frequency	Type of Training (General, Leadership, IMT)	Scenario/Scope	Intended/Actual Participants
Annual	Fire extinguisher training	Proper use of a fire extinguisher. Proper monthly inspection. Record keeping.	All Staff
In the works	Active threat training	How to respond to an active threat.	All Staff
Annual	BOLS mandatory trainings	All BOLS mandatory trainings for new hires and annually for all staff.	All new hires and all staff.
In the works	Biannual EOP training tabletop. Biannual full-scale training.	Talk through the steps of activating the EOP. Make sure all the contact information is correct.	Tabletop – department heads. Full-scale all staff.
Annual	EOC Operations	Stand up the EOC. Conduct radio tests. Conduct modeling software tests and updates. Verify contact information for all partners	Local EMA Director and EOC staff.

- Exercises:** An exercise is an instrument to train for, assess, practice, and improve capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving coordination and communications; improving individual performance; identifying gaps in resources; and identifying opportunities for improvement.

Exercises			
Frequency	Type of Exercise (Drill/Tabletop/Functional Exercise)	Scenario/Objectives	Intended/Actual Participants
Bi-annually	Fire Drill	Evacuate the building(s) to specified rally points, maintain accountability and report to first responders.	All staff and citizens.

**Lessons Learned and Corrective Actions**

All TT&E activities will be documented, to include the type of training conducted, the date of each training session, those completing the training, and by whom the training was given.

#### After Action Report (AAR)

The purpose of an AAR is to document the significant outcomes, strengths, and areas of improvement identified through the conduct of real-world or exercise scenarios. This analysis also helps to identify gaps in current policies, plans, and procedures so that targeted corrective actions can be developed to build on strengths and to address areas for improvement.

#### Lessons Learned Program

The lessons learned programs is used to incorporate and track lessons learned from training, drills, and actual incidents. The goal is to ensure that updates are made to plans and procedures based upon things observed and/or encountered in real-world or training venues.

#### Corrective Action Program

The Corrective Action Program (CAP) assists in the documenting, prioritizing, and resourcing of programmatic and procedural issues that are identified throughout the assessment process. After an assessment of an exercise or actual incident, a corrective action plan addressing the issue is developed within 30 working days upon receipt of the final report. A timeline is developed to complete the corrective action. Corrective actions addressing procedure revisions or training of personnel should be completed before the next self-assessment of the program.

#### Documentation

All real-world incidents and TT&E events will be documented using the Quick Look Report (QLR) template developed and distributed by Cumberland County Emergency Management Agency. This QLR will include:

- Date/time and details of the incident
- Organizations/personnel who participated/responded
- Strengths or positive aspects of response
- Identification of deficiencies and opportunities for improvement
- Estimated time for remediation

## Annex M: Glossary & Acronyms

### Acronyms

AAR	After Action Report
ARC	American Red Cross
BIA	Business Impact Analysis
CAP	Corrective Action Program
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosives
CCART	Cumberland County Animal Rescue Team
CCEMA	Cumberland County Emergency Management Agency
CCRCC	Cumberland County Regional Communications Center
CDC	Centers for Disease Control and Prevention
CFR	Code of Federal Regulations
CHEMTREC	HazMat questions – 1-800-424-9300
CODE RED	Similar to reverse 911 only for Cell Phones using geo-base
C-POD	Commodity Point of Distribution
EID	Emerging Infectious Diseases
EMA	Emergency Management Agency
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FAST	Functional Assessment Service Team
HAZMAT	Hazardous Materials
IDA	Initial Damage Assessment
IMAT	Incident Management Assistance Team
IT	Information Technology
MAA	Mutual Aid Agreement
PDA	Preliminary Damage Assessment
POD	Point of Distribution
POV	Personally Owned Vehicle
ROW	Right of Way
RTO	Recovery Time Objective
T&E	Training & Exercise
U.S.C.	United States Code
WSSM	Wireless Society of Southern Maine

## **Glossary**

**Activation** – The implementation of an emergency plan or procedure, whether in whole or in part.

**Alternate Sites** – Locations other than the primary facility, used to carry out critical functions or services following activation of the organization’s resilience plan, either in part or whole. These sites refer to not only other facilities and locations but also work arrangements such as telework and mobile work.

**Catastrophic Emergency** – Any incident, regardless of location, that results in extraordinary levels of casualties mass casualties, damage, or disruption severely affecting the U.S. population, infrastructure, environment, economy, or government functions.

**Communications** – Voice, video, and data capabilities that enable organizational leadership and staff to conduct the functions and services of the organization. Robust communications enable leadership to receive coordinated and integrated policy and operational advice and recommendations.

**Corrective Action Program (CAP)** – An organized method documenting and tracking improvement actions for an organization’s resilience program.

**Critical Functions/Services** – A subset of organizational functions that are determined to be critical activities. These critical functions are then used to identify supporting tasks and resources that must be included in the organization’s resilience planning process.

**Essential Records** – Information systems and applications, electronic and hardcopy documents, references, and records needed to support essential functions during an emergency. The two basic categories of essential records are emergency operating records and rights and interest records. Emergency operating records are essential to the continued functioning or reconstitution of an organization. Rights and interest records are critical to carrying out an organization’s essential legal and financial functions and vital to the protection of the legal and financial rights of individuals who are directly affected by that organization’s activities. The term “vital records” refers to a specific sub-set of essential records relating to birth, death, and marriage documents.

**Event** – a scheduled nonemergency activity (e.g., sporting event, concert, parade, training exercise, large convention, fair, large gathering, etc.).

**Incident** – An occurrence or event, natural or manmade that requires a response to protect life or property, with little or no warning. Incidents can include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Leadership** – The senior decision makers within an organization who have the responsibility for the planning, implementation, and execution of the organization’s emergency planning and programming. Depending on the organization, directors and managers may also serve in guiding the organization and making decisions.

**Normal Operations** – Refers to the broad functions undertaken by an organization when it is assigned responsibility for a given functional area; these functions include day to day tasks, planning, and execution of tasks.

**Plan** – A proposed or intended method of getting from one set of circumstances to another. A plan is often used to move from the present situation towards accomplishing one or more objectives or goals.

**Primary Operating Facility** – The facility where an organization’s leadership and staff operate on a day-to-day basis.

**Recovery** – The implementation of prioritized actions required to return an organization’s processes and support functions to operational stability following a change in normal operations.

**Resilience** – The ability to prepare for and adapt to changing conditions and recover rapidly from operational disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents.

**Risk** - The potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences. A given risk may degrade or hinder the performance of an organization’s critical functions and affect critical assets associated with continuing operations.

**Training, and Exercises (T&E)** – Activities designed to familiarize, impart skills and ensure viability of emergency response plans. T&E measures an organization’s planning to verify that it is capable of supporting the continued execution of the organization’s critical functions throughout the duration of an emergency incident or event.

## **Annex N: Authorities and Resources**

### **AUTHORITIES:**

- 1) Presidential Policy Directive (PPD) 8, *National Preparedness*
- 2) PPD 40, *National Continuity Policy*, July 15, 2016.

### **REGULATORY STANDARDS:**

- 1) Maine PL 1983, C. 146, § 783. Disaster emergency plan

### **RESOURCES:**

- 1) National Prevention Framework, Second Edition, June 2016
- 2) National Protection Framework, Second Edition, June 2016
- 3) National Mitigation Framework, Second Edition, June 2016
- 4) National Response Framework, Third Edition, June 2016
- 5) National Disaster Recovery Framework, Second Edition, June 2016
- 6) National Incident Management System, October 2017
- 7) Incident Command System
- 8) Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans, Second Edition, November 2010