

TOWN OF GRAY
GRAY TOWN COUNCIL
AGENDA • MARCH 7, 2023

**Gray Town
Council Regular
Meeting**

Town Council Chambers
24 Main Street, Gray, ME 04039
<https://us06web.zoom.us/j/81331580663>
Phone 646-558-8656 / Meeting ID: 81331580663

7:00 PM

I. OPENING STATEMENT

This meeting will be held in person and online with the link provided in the agenda header. For the Public Hearings, residents can click in to participate or call in using the number provided during the Public Hearings as detailed in the agenda.

II. ROLL CALL

III. PLEDGE OF ALLEGIANCE TO THE FLAG

IV. CONSENT AGENDA 5 MINS

1. Minutes from the Town Council Meeting on February 7, 2023
2. Minutes from the Executive Session on February 21, 2023
3. Minutes from the Town Council Meeting on February 21, 2023
4. Senior Property Tax Assistance payments

V. PUBLIC COMMENTS OF NON-AGENDA ITEMS (LIMIT 3 MINS PER PERSON) 10 MINS

Comments are intended for information sharing, not discussion. Comments in excess of three minutes are welcome at the end of the agenda prior to adjournment. Call 646-558-8656 / Meeting ID: 81331580663

VI. ADJUSTMENTS TO THE AGENDA 5 MINS

VII. PRESENTATIONS 7:20PM

1. Zoning Board of Appeals Fee changes - Tammy Munson, Lead Code Enforcement Officer 15 MINS
2. Libby Hill Trails Maintenance Agreement - Sandy Carder, Council Chair 15 MINS + 15 MINS Q&A

VIII. ACTION ITEMS 8:05PM

1. To Review and Approve an updated Fiscal Policy. **15 MINS**

Proposed motion:

Ordered, the Gray Town Council approves the updated Fiscal Policy.

2. To Review and Approve a suspension of Section 3.5 of the Gray Community Television (GCTV2) Policies for a period of 6 months until September 7, 2023. **5 MINS**

Proposed motion:

Ordered, the Gray Town Council approves a suspension of Section 3.5 of the Gray Community Television (GCTV2) Policies for a period of 6 months until September 7, 2023.

IX. REPORT FROM THE COUNCIL CHAIR 10 MINS - 8:25PM

X. REPORT FROM THE TOWN MANAGER 10 MINS

XI. COMMITTEE REPORTS 10 MINS

XII. COUNCIL CORRESPONDENCE/ACTIVITIES 5 MINS

XIII. ADJOURNMENT 9:00PM

** 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.*

TOWN GRAY
GRAY TOWN COUNCIL
MINUTES • February 7, 2023

Council Regular
Meeting



Town Council Chambers
24 Main Street, Gray, ME 04039

7:00 PM

I. OPENING STATEMENT

This meeting will be held in person and online with the link provided in the agenda header. For the Public Hearings, residents can click in to participate or call in using the number provided during the Public Hearings as detailed in the agenda.

II. ROLL CALL

Attendee Name	Title	Status
Sandra Carder	Chair	Present
Krista Chappell	Vice Chair	Present
Michael Curtis	Council Member	Present
Dan Maguire	Council Member	Present
Martin Meaney	Council Member	Present

III. PLEDGE OF ALLEGIANCE TO THE FLAG

IV. CONSENT AGENDA

- IV.1 - Minutes from the Town Council Meeting on January 17, 2023
- Minutes from the Executive Session on January 25, 2023

MOTION: Ordered, the Gray Town Council approves the Consent Agenda.

RESULT:	PASSED 5-0
MOTION BY:	Michael Curtis
SECOND BY:	Martin Meaney
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council noted no adjustments to the minutes.

V. PUBLIC COMMENTS ON NON-AGENDA ITEMS (LIMIT 3 MINS PER PERSON)

The Public Comment period was opened at 7:02 PM. There was no public comment. The Public Comment period was closed at 7:02 PM.

VI. ADJUSTMENTS TO THE AGENDA

There were no adjustments to the agenda.

VII. PRESENTATIONS

VII.1 Comprehensive Plan Coordinators Report - Lacy Antonson & Lisa Lehne-Gilmore

The Council received a presentation from the Comprehensive Plan Coordinators, who presented a 22-page summary of their findings on the Town's progress in advancing the goals of Gray's 2020 Comprehensive (Comp) Plan, which will be posted to the Town website. Every action item identified in the Comp Plan has a response or was mentioned in another comment. Council agreed to review the findings in a future workshop and thanked the coordinators for their efforts.

VII.2 Gray-New Gloucester MOU - Recreation Department

Gray Recreation Director Anthony Dahms presented a memorandum of understanding (MOU) between the Gray and New Gloucester Recreation Departments to clarify and formalize the proposed terms of joint program delivery, which is already in practice and very successful in delivering programs for all ages. The document was reviewed by both Towns' Recreation Directors, Town Managers, and attorneys. Council asked some clarifying questions that the Town Manager will review with the Town Attorney and respond to prior to Council review for requested approval at a future meeting.

VIII. PUBLIC HEARINGS

VIII.1 First Reading and Public Hearing - To Review and Approve proposed changes to the Fee Schedule and related updates to the Subdivision Ordinance and the Zoning Ordinance. Proposed changes include: increased engineering/legal review escrow requirements (at each square footage/dwelling unit increase level as outlined in the Fee Schedule) by \$1,000; increased planning review fees; related amendments to the Subdivision Ordinance (Chapter 401); and related amendments to the Zoning Ordinance (Chapter 402).

The Public Hearing was opened at 8:04 PM. There was no public comment. The Public Hearing was closed at 8:04 PM.

MOTION: Be it Ordained, the Gray Town Council forwards the proposed changes to the Planning Board for a public hearing on February 9 and approves a second reading on February 21, 2023 to consider a revised Fee Schedule and related updates to the Subdivision Ordinance (Chapter 401) and the Zoning Ordinance (Chapter 402).

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Michael Curtis
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council reviewed the material provided by the Planning Department staff and made suggestions and edits for inclusion prior to the Planning Board review, and prior to the second Council reading, including a request for staff to add edits to the fee schedule for presentation at the second reading.

VIII.2 First Reading and Public Hearing - To Review and Approve proposed changes to the Zoning Ordinance (Chapter 402). Proposed changes include: reduced setbacks for storage sheds under 160 square feet.

The Public Hearing was opened at 8:10 PM. There was no public comment. The Public Hearing was closed at 8:10 PM.

MOTION: Be it Ordained, the Gray Town Council forwards the proposed changes to the Planning Board for a public hearing on February 9 and approves a second reading on February 21, 2023 to consider an amended Zoning Ordinance (Chapter 402).

RESULT:	PASSED 4-1
MOTION BY:	Martin Meaney
SECOND BY:	Michael Curtis
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Martin Meaney
NAY:	Dan Maguire

Councilor Maguire expressed concern that in zones with zero front setback, VC and VCP, the proposed ordinance language would allow sheds to be built to the front extent of the lot, and that there were no design standards for sheds.

IX. ACTION ITEMS

IX.1 To Review and Approve the Village Area Loop Trail (VALT) Phase II extension project contract to Sebago Technics.

Motion: Ordered, the Gray Town Council awards the contract for the design and creation of a plan set for construction of a recreational trail and associated amenities on the Town-owned

“Gateway” parcel (Tax Map 35, Lot 403-027-000) to Sebago Technics, Inc. of South Portland, Maine, and grant authority to the Town Manager to enter into a contract for this work, not to exceed \$16,500.

RESULT:	PASSED 4-1
MOTION BY:	Martin Meaney
SECOND BY:	Michael Curtis
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Martin Meaney
NAY:	Dan Maguire

Councilor Maguire opposed the motion stating that he is in favor of expanding the VALT trail, but does not support the current proposal which invests money into a trail segment that may be moved or removed later.

IX.2 To Review and Approve an updated Emergency Operations Plan dated January 2023.

Motion: Ordered, the Gray Town Council approves the updated Emergency Operations Plan dated January 2023, as amended.

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Krista Chappell
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council discussed the recommendation from the Town Attorney to remove rental of Douglass Field from the Town’s public facilities use policy and facility rental fee schedules, as the Town does not actively rent Douglass Field for public use.

IX.3 To Review and Approve Receipt of the 2021 Assistance to Firefighter Grant funds and award the contract for the Self-Contained Breathing Apparatus (SCBA) fill station to Bergeron Protective Clothing and Equipment in Windham.

Motion: Ordered, the Gray Town Council approves receipt of the 2021 Assistance to Firefighter Grant funds and hereby awards the contract in an amount not to exceed \$21,224.76 for the Self-Contained Breathing Apparatus (SCBA) fill station to Bergeron Protective Clothing and Equipment in Windham.

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Dan Maguire
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council reviewed the grant award with Chief Elkanich, who wrote and submitted the proposal.

IX.4 To Review and Approve the invitation for Gray to participate in Digital Discrimination comments representation along with other GPCOG member communities currently represented by Bradley Werner in cable franchise agreement negotiations.

Motion: Ordered, the Gray Town Council approves the invitation for Gray to participate in Digital Discrimination comments representation along with other GPCOG member communities currently represented by Bradley Werner in cable franchise agreement negotiations.

RESULT:	PASSED 3-2
MOTION BY:	Michael Curtis
SECOND BY:	Krista Chappell
AYES:	Sandra Carder, Krista Chappell, Michael Curtis
NAYS:	Dan Maguire, Martin Meaney

IX.5 To Review and Act Upon Approving the Appointment of Deborah McKew as a regular member of the Wild Blueberry Festival Committee with a term expiring August 31, 2025.

Motion: Ordered, the Gray Town Council tables the appointment of Deborah McKew as a regular member of the Wild Blueberry Festival Committee.

RESULT:	PASSED 5-0
MOTION BY:	Krista Chappell
SECOND BY:	Michael Curtis
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council notes the need to add alternate positions to the Wild Blueberry Festival Committee prior to this appointment.

X. REPORT FROM THE COUNCIL CHAIR

“The meeting with our Legislative Team to further discuss options for LD1 revisions was moved up urgently to yesterday. Senator Pierce advised the State was looking at one section of the bill under their appropriations process providing us an opportunity to present the challenges we face and suggested changes via a Public Hearing to be held tomorrow at 10am. I worked with Anne on our individual testimony today & submitted mine. I have another commitment that may run until 10am tomorrow, so Nate will be attending the public hearing

in Augusta to also offer support and to read my testimony if I am late to the hearing. Both Teresa and Annie Graham will be lending their support. Teresa did advise a repeal may be a heavy lift, but we will ask along with a request to allow us to roll the vote requirement into our existing budget warrant articles and/or to consider a rebase and/or simplification of the calculation.

Krista & I attended the Chair in a Circle forum hosted by GPCOG on Jan 31st. The focus was on approaches and tools to help improve public trust in governance. Once again, I found it to be very enlightening and gained some insights in how to improve our efforts. We had to identify one thing to take away from the training and mine was to remind ourselves as elected officials that we do a lot of good. And that the complaints tend to drown out the compliments and that the process is subjected to much larger forces than just local ones.

Nate & I participated in a meeting with Senator King's staff along with Anne to discuss the earmark application for the Libby Hill Rd project today. It was very informative. Anne will be finalizing the materials and also reaching out to Senator Collins and Rep Pingree's offices. One item they confirmed is that having engineered plans does strengthen applications and we do have \$50,000 available in this year's budget for that work. More to follow as the process continues and we discuss next year's budget.

I met with Galen Morrison and Debi Curry from the Gray Historical Society at their request to review how things were going under the new lease and review the upcoming budget process. In case anyone is not aware, they have successfully raised the full \$35,000 goal for the display and relocation of the antique fire engine #33. They believe the current figure of "up to \$6,000" reimbursement for their work in the coming year is sufficient again for this budget cycle.

Nate has our draft of the budget workshop schedule and agenda assignments which he has shared with the Dept Heads for their feedback. We hope to have that finalized by this Thursday so we can include it in the next budget meeting agenda packet. Our next meeting is Thursday Feb 16th at 4pm. Please note that WS will now run until 6:30pm not 6pm to accommodate the order of depts & material which is based on who is ready to go."

XI. REPORT FROM THE TOWN MANAGER

- Council reviewed the Town Manager's written report.
- Town Manager provided a copy of the Principle Group contract and scope of work proposals. Council approved Phases I and II of the scope of work.
- Town Manager presented a draft fiscal policy revision, which will go to the Finance Committee for review before presentation to Council for review and approval. Council recommended clarification for the use of contingency funds be included in the policy.
- Town Manager advised Council of a grant opportunity in partnership with GPCOG that would provide \$50K in technical services to support implementing zoning and ordinance changes that encourage affordable housing, and suggested that this support could help staff implement the goals of the 2020 Comprehensive Plan.

- Town Manager notified Council that the Town will start making public notices in the Portland Press Herald rather than the Lakes Region Weekly effective February 6, 2023.
- Town Manager notified Council that the MTA/MeDOT project to update Route 26 signage may cost \$1120 more than the budgeted \$20K based on preliminary estimates. Council approved the budget increase, which will need to be paid for from another source of funds to be decided once final figures are available.

XII. COMMITTEE REPORTS

Councilor Chappell:

- Ordinance Advisory scheduled to meet 2/16.
- GPCOG Executive Committee meets 2/28.
- Resiliency Committee met 1/27, meets 2/9 4 PM to plan for Community Resiliency Partnership meeting on March 1 at Congregational Parish Hall at 6 PM. Conducting interviews with stakeholders in preparation for the March 1 meeting. One committee member is resigning due to scheduling conflicts.

Councilor Maguire:

- Planning Board meets 2/9 7 PM to discuss VALT trail, receive update on Meadowview housing, and will discuss Planning Board training. Will be a public hearing on storage shed ordinances.
- Finance Committee meets 2/23 to review the fiscal policies. Committee also reviewing accounts payable warrants as another set of eyes to help the Finance Director.

Councilor Curtis:

- GCTV met, Councilor Curtis was not present and did not receive any notes.
- CEDC reviewed minutes, discussed planning board and community development activities. Business development outreach meetings went well. Working on business development plans for the spring including food truck events. Hoping to get mural installed. Birdhouse project planning continues.
- Library Trustee meeting, reviewed renewal dates, elected officers, reviewed Director report, covered the behavior policy in detail.

Councilor Meaney:

- Zoning Board of Appeals and Planning Board meets 2/22 to review two variances.
- Wild Blueberry Festival committee will meet 1/26 via zoom to discuss logistics.

Chair Carder:

- Open Space: met on Feb 1st at 6pm and reviewed the results of our landowners meeting which we felt was successful. We are reviewing the video of the presentations made and will be posting that on the Town's website. We agreed to host a 2nd event this Fall and advertise it at the Wild Blueberry Festival. In addition, we had some preliminary discussions about how to approach the review of the Open Space Subdivision Ordinance. We agree to cancel our next meeting which was set for March 1st but conflicts with the planned Resiliency Community Forum being held at the Parish House on the same night/time. We felt it was more important for us to attend and it will give our members more time to pull together information on the ordinance work for our April meeting.
- Recreation: met last night 6th. We discussed planning for the upcoming Longest Day 5K to benefit the Libby Hill Trails, the upcoming Family Skate night coming up later this month and a possible St. Patrick's Day event. We also reviewed budget material which Anthony will present. Our next meeting is set for March 6th at 6pm.
- DMS: will meet on Feb 20th at 5pm."

XIII. COUNCIL CORRESPONDENCE/ACTIVITIES

Councilor Chappell: Included on email exchange with Deb Schwartz about "Hope for the Day" suicide awareness. Attended GPCOG Chairs in a Circle on 1/31. Discussed how to interject informality into Council meetings and engage informally with residents at office hours and round tables. Met with Rachel Lyn Rumson to discuss work of Community Resiliency Partnership. Met with Town Manager on 2/6.

Councilor Maguire: None.

Councilor Curtis: Was contacted by Mike Bailey via email, asking about the Town cannabis ordinance, and if citizens can petition Council to repeal the ordinance, perhaps as ballot initiative. Also inquired if the Town was providing a warming shelter as needed.

Councilor Meaney: None.

Chair Carder: "I had a discussion with Lacy related to the Volunteer Awards ceremony. If you recall, the Council had agreed we are not quite achieving our goal of sharing the wonderful work being done by volunteers and encouraging more volunteerism as the presentation has been held later in the day during the Festival when things are winding down. We had thought perhaps an earlier time slot may help, but Lacy suggested maybe a separate "Volunteer Fair or Showcase" might work better. I have asked her to bring that back to their Committee to develop options for our consideration.

I had a couple conversations with residents related to invasive species and the new community gardening club that is being started by one of the residents."

XIV. ADJOURNMENT

Motion to Adjourn at 10:17 PM

RESULT:

PASSED 5-0

MOTION BY:

Michael Curtis

SECOND BY:

Martin Meaney

AYES:

Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire,
Martin Meaney

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TOWN GRAY
 GRAY TOWN COUNCIL
 MINUTES • February 21, 2023

Council Workshop
 Meeting



Town Council Chambers
 24 Main Street, Gray, ME 04039

5:30 PM

ROLL CALL

Attendee Name	Title	Status
Sandra Carder	Chair	Present
Krista Chappell	Vice Chair	Present
Michael Curtis	Council Member	Present
Dan Maguire	Council Member	Present
Martin Meaney	Council Member	Present

EXECUTIVE SESSION

The Gray Town Council will enter Executive Session under MRS Title 1 Chapter 13 Section 405 (6)(a) for personnel matters.

Motion: The Gray Town Council will enter Executive Session under MRS Title 1 Chapter 13 Section 405 (6)(a) for personnel matters at 5:30 PM.

RESULT:	PASSED 3-0-0
MOTION BY:	Martin Meaney
SECOND BY:	Krista Chappell
AYES:	Sandra Carder, Krista Chappell, Martin Meaney
ABSENT:	Michael Curtis, Dan Maguire

Councilors Curtis and Maguire were waiting in a separate meeting room for the Executive Session to begin.

The Executive Session ended at 6:59 PM, No further action was taken.

XIII. ADJOURNMENT

The workshop was Adjourned at 6:59 PM.

RESULT:	PASSED 3-0-0
MOTION BY:	Krista Chappell
SECOND BY:	Martin Meaney
AYES:	Sandra Carder, Krista Chappell, Martin Meaney
ABSENT:	Michael Curtis, Dan Maguire

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TOWN GRAY
GRAY TOWN COUNCIL
MINUTES • February 21, 2023

Council Regular
Meeting



Town Council Chambers
24 Main Street, Gray, ME 04039

7:00 PM

I. OPENING STATEMENT

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II. ROLL CALL

Attendee Name	Title	Status
Sandra Carder	Chair	Present
Krista Chappell	Vice Chair	Present
Michael Curtis	Council Member	Present, attending remotely
Dan Maguire	Council Member	Present, attending remotely
Martin Meaney	Council Member	Present

III. PLEDGE OF ALLEGIANCE TO THE FLAG

IV. PUBLIC COMMENTS ON NON-AGENDA ITEMS (LIMIT 3 MINS PER PERSON)

The Public Comment period was opened at 7:06 PM. There was no public comment. The Public Comment period was closed at 7:06 PM.

V. ADJUSTMENTS TO THE AGENDA

There were no adjustments to the agenda.

VI. PRESENTATIONS

VI.1 Avesta Housing Project - review & status update - Nate Howes

The Council received a presentation from Nate Howes, representing Avesta Housing, which proposes to add 26 units of affordable housing for older residents to the existing 20 units they manage on Hancock Street. Their expected agreement with an abutter to provide easements that would meet the zoning setback requirements did not come to fruition. They are requesting that Council consider variances to the requirements to allow a 35 foot forest buffer, and a 10 foot buffer for impervious surface (a service road for fire vehicles), for a development they would like to break ground on as early as this year. There is a Planning Board workshop scheduled for March 9 to review the proposal, and the Planning Board has not seemed disposed to providing a waiver. Council

discussed the request and suggested that the applicant work through the prescribed permit process and return to Council for further discussion. Applicant agreed, stating that it was their intention to go through the full permit process.

VII. PUBLIC HEARINGS

VII.1 Second Reading - To Review and Approve proposed changes to the Fee Schedule and related updates to the Subdivision Ordinance and the Zoning Ordinance. Proposed changes include: increased engineering/legal review escrow requirements (at each square footage/dwelling unit increase level as outlined in the Fee Schedule) by \$1,000; increased planning review fees; related amendments to the Subdivision Ordinance (Chapter 401); and related amendments to the Zoning Ordinance (Chapter 402).

The Public Hearing was opened at 7:30 PM. There was no public comment. The Public Hearing was closed at 7:30 PM.

MOTION: Be it Ordained, the Gray Town Council approves a revised Fee Schedule and related updates to the Subdivision Ordinance (Chapter 401) and the Zoning Ordinance (Chapter 402).

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Krista Chappell
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

VII.2 Second Reading - To Review and Approve proposed changes to the Zoning Ordinance (Chapter 402). Proposed changes include: reduced setbacks for storage sheds under 160 square feet.

The Public Hearing was opened at 7:33 PM. There was no public comment. The Public Hearing was closed at 7:33 PM.

MOTION: Be it Ordained, the Gray Town Council approves an amended Zoning Ordinance (Chapter 402).

RESULT:	PASSED 5-0
MOTION BY:	Michael Curtis
SECOND BY:	Martin Meaney
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

VIII. ACTION ITEMS

VIII.1 To Review and Act Upon Approving the Gray-New Gloucester Recreation Memorandum of Understanding for recreation programming.

MOTION: Ordered, the Gray Town Council approves the Gray-New Gloucester Recreation Memorandum of Understanding (MOU).

RESULT:	PASSED 5-0
MOTION BY:	Krista Chappell
SECOND BY:	Martin Meaney
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council reviewed clarifying material provided by the Town Attorney in response to questions raised about the MOU in the presentation at the 2/7 Council meeting.

VIII.2 To Review and Act Upon Approving a proposed change to the Committee & Affiliations Policy, updating the Wild Blueberry Festival Committee to include two (2) alternate members with expiration dates of Aug 31, 2025 and Aug 31, 2024.

MOTION: Ordered, the Gray Town Council approves the proposed change to the Committee & Affiliations Policy, updating the Wild Blueberry Festival Committee to include two (2) alternate members with expiration dates of Aug 31, 2025 and Aug 31, 2024.

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Krista Chappell
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council discussed the merits of creating alternate positions for all Town Council Committees.

VIII.3 To Review and Act Upon Approving the Appointment of Lisa Lehne-Gilmore as a regular member of the Wild Blueberry Festival Committee with a term expiring August 31, 2025.

MOTION: Ordered, the Gray Town Council appoints Lisa Lehne-Gilmore as a regular member of the Wild Blueberry Festival Committee with a term expiring August 31, 2025.

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Michael Curtis
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

VIII.4 To Review and Act Upon Approving the Update of Lacy Antonson's term as a regular member of the Wild Blueberry Festival to Aug 31, 2024.

MOTION: Ordered, the Gray Town Council Approves the Update of Lacy Antonson's term as a regular member of the Wild Blueberry Festival to Aug 31, 2024.

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Michael Curtis
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council approved the motion, correcting an error in the end date of the appointment in the original motion.

VIII.5 To Review and Act Upon Approving the Appointment of Deborah McKew as an alternate member of the Wild Blueberry Festival Committee with a term expiring August 31, 2025.

MOTION: Ordered, the Gray Town Council removes Deborah McKew's appointment to the Wild Blueberry Festival from the table.

RESULT:	PASSED 5-0
MOTION BY:	Krista Chappell
SECOND BY:	Martin Meaney
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

RESULT:	PASSED 5-0
MOTION BY:	Krista Chappell
SECOND BY:	Martin Meaney
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

Council Chair Carder noted that many recent volunteers for Town Council Committees are new residents and expressed her appreciation for their participation.

IX. REPORT FROM THE COUNCIL CHAIR

“Krista & I met with Kyle for a Teams demo and believe this may be a good option to transition the Tracking Workbook. Next step is to test a couple items from the list. The Budget list may not work out as it is more of a tracking list than a task list – but there could be some crossover.

We have received Will Burrow’s resignation letter from the School Board effective June 7, 2023. The remaining 2 years of his term will be added to the upcoming ballot.

I was invited to attend an ExCel (expanding choices for each learner) class for an interview on Community along with our Planner Kristen and School Board Chair Sam Pfeifle. It was a great experience and we identified several areas where their class may be able to partner with the Town - mostly like by building a bench for the walking path, and perhaps helping again at Libby Hill. I rec’d strong support from the students for (1) lights on the b-ball court (2) a skateboard park and (3) a graffiti wall.

I have rec’d tentative approval of the Libby Hill Maintenance agreement from the MSAD Facilities representatives, and they will be working to bring it before the full School Board for a vote. I will work to schedule some time to bring it to you for review as soon as possible so we can vote and hopefully finalize things.

Nate & I met with Nate Stone of the GNG LL again to discuss the status of Douglas field and to review needs, identify timelines for possible grants and set a target for them to get back to us with more information related to relocating the field. A site survey walk of the Village Gateway property was set for this Thursday morning as part of the VALT trail extension and we invited Nate Stone to join us so we can all get a better idea of the layout & options for locating Douglas field; however, due to the impending storm, it will likely need to be reschedule.

We also have a Budget Workshop to review the Yarmouth Rd project on Thursday at 4pm. Based on the latest weather report, I am recommending that we switch that to ALL remote meeting. Nate has confirmed that Will & Doug can make that work and that Kyle can run the meeting from his house.

I am still awaiting responses from Doug, Kristen & Krista related to our additional March workshop, but I have narrowed it down to Mon 13th or Tues 14th and it will likely be 4pm.”

X. REPORT FROM THE TOWN MANAGER

- Council reviewed the Town Manager’s written report.
- Town Manager provided a copy of a proposed interlocal agreement from the North Yarmouth Town Manager to create a rail trail system along the St. Lawrence and Atlantic railroad corridor that runs from Portland to Auburn. Council directed the TM to follow up expressing interest in being involved in the discussion.
- Town Manager noted feedback from multiple sources who believe that restoring a printed Gray News newspaper would help get Town information to segments of the community who are not being reached by web-based media. The Library Director volunteered to offer an alternative for people to sign up to receive the monthly Town Newsletter in print form, and will adjust his FY24 budget request to include that proposal.
- Town Manager noted that Town staff are working diligently on many exciting projects, and expressed his thanks for their efforts.

XI. COMMITTEE REPORTS

Councilor Chappell:

- Ordinance Advisory Committee has been working on the Yarmouth Road project.
- Resiliency Committee met 2/9 4 PM to plan for Community Resiliency Partnership meeting on March 1 at Congregational Parish Hall at 6 PM. Conducting interviews with stakeholders in preparation for the March 1 meeting. Will meet again on 2/24.
- GPCOG Executive Committee meets 2/28.

Councilor Curtis:

- No report.
- GCTV Television Advisory will meet 2/22.

Councilor Maguire:

- Planning Board met to discuss the Avesta Housing proposal and the work done so far on the VALT trail. Discussed MMA Planning Board training. Was a public hearing on development fee changes and the shed ordinances. Conversation on the Wilson Subdivision, specifically fire safety and setbacks. Planning Board agreed to a waiver on having to install a fireplug as it is not a subdivision as originally planned and the houses meet the national standards for fire safety. Discussion around creating buffers, and design standards for when a buffer needs to be planted/installed. Tamara Lee Pinard was elected vice-chair.

Councilor Meaney:

- Wild Blueberry Festival will meet 2/23, committee discussed their goal of having many food trucks at this year's festival.
- Finance Committee will meet 2/23.
- Zoning Board of Appeals and Planning Board will meet 2/22 to review two variances.
- Planning Board will meet 3/9.

Chair Carder:

- "DMS: Our meeting set for last night was postponed to March 10th at 5pm due to illness/schedule conflict.
- Open Space: Will not be meeting in March as we will attend the Resiliency event on March 1st at 6pm at the Parish House on Brown Street instead. The video of the presentations done at the Landowners meeting is now posted to our page on the website. If anyone out there is interested in learning about options to conserve your property or programs to help keep your property as open space, there is a lot of information in the presentations and/or contacts you can reach out to for more information.
- Rec: will be meeting on March 6th at 6pm with hopefully a quorum!"

XII. COUNCIL CORRESPONDENCE/ACTIVITIES

Councilor Chappell: Met with Councilor Maguire on 2/17. Met with Town Manager and Rachel Lyn Rumson on 2/21 for resiliency interview. E-mail from a student who lives in town inquiring about the Town's environmental work. E-mail from a resident who expressed excitement about the Congregational Church hosting the Town's resiliency meeting on 3/1.

Councilor Curtis: None.

Councilor Maguire: E-mail exchange with Comprehensive Plan Coordinators and Community Planner regarding Comp Plan implementation, made suggestions on format of report. Had conversation with a member of the town Food Pantry, seeking another location with more space to accommodate the physical work for the volunteers.

Councilor Meaney: None.

Chair Carder: "I rec'd a follow-up from Gerald Fossett checking in on the Deer Acres follow-up workshop. I verified for him that it would likely not happen until April.

I had sent an update to Pam Wilkinson detailing the Council's latest discussion related to the water quality ordinance & advised Staff would be reaching out to GPCOG & CCW&S. She responded us to make it a higher priority.

I had a discussion with a resident related to invasive plant species was referred to a group called ReWild Maine that helps with educational efforts, hosts instructional work sessions to remove and repurpose plants into things like baskets and provides support to help create community action. I inquired about the services and have rec'd some information back from them. I need to do a little more research before I can report out fully.”

XII. ADJOURNMENT

Motion to Adjourn at 8:21 PM.

RESULT:	PASSED 5-0
MOTION BY:	Martin Meaney
SECOND BY:	Krista Chappell
AYES:	Sandra Carder, Krista Chappell, Michael Curtis, Dan Maguire, Martin Meaney

-nrr



TOWN OF GRAY

Henry Pennell Municipal Complex
24 Main St., Gray, Maine 04039
www.graymaine.org

OFFICE OF THE ASSESSOR

Lauren Asselin, Assessor
lasselin@graymaine.org
207-657-3339 ext. 112

February 21, 2023

To: Town Council
From: Lauren Asselin
Re: Senior Property Tax Assistance Program

The deadline for the Senior Property Tax Assistance Program was February 15, 2023. There were 39 qualifying applicants with a total assistance amount granted of \$18,825.79.

The available funds for fiscal year 2023 were \$25,053.71.

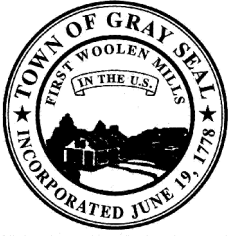
- FY2022 - \$25,000 budgeted
- FY2022 - \$12,446.29 – assistance granted
- FY2023 - \$12,500 budgeted
- FY2023 - \$18,825.79 – assistance granted

Ending balance - \$6,227.92

To bring the available funds in this account to \$25,000 for FY2024, we will need to budget \$18,772.08.

ZBA FEE CHANGES

COMMUNITY DEVELOPMENT		
Administrative		
Copies-8.5 x 11 (letter-black) (per page)	\$0.50	
Copies-8.5 x 11 (letter-color) (per page)	\$1.00	
Copies-11 x 17 (legal/ledger-black) (per page)	\$1.00	
Copies-11 x 17 (legal/ledger-color) (per page)	\$1.50	
Copies-24 x 36 (Black) (per page) (Town documents ONLY)	\$5.00	
Copies-24 x 36 (Color) (per page) (Town documents ONLY)	\$7.00	
Copies-36 x 48 (Black) (per page) (Town documents ONLY)	\$10.00	
Copies-36 x 48 (Color) (per page) (Town documents ONLY)	\$15.00	
Copies-Deeds (per page)	\$1.00	
Copies-(Town street maps)	\$3.00	
Copies-Ordinance-Subdivision, Zoning & Shoreland Zoning ONLY	\$20.00	
Copies-Ordinance-All other Ordinances	\$10.00	
Copies-Disk-All Ordinances	\$40.00	
E-mail/scan or fax of tax/property information (per page) (prepayment required)	\$1.00	
Electronic Version of Database(s) (Taxpayers/Property Information, etc)	\$35.00	
Research Requests (mortgage information verification, etc) (first 15 Minutes)	\$35.00	
Research Requests (mortgage information verification, etc) (Every 30 minutes after the first 15 Minutes)	\$35.00	
PLANNING BOARD (PB)/STAFF REVIEW COMMITTEE (SRC)		
Abutter Notifications (per abutter)	\$8.00	
Legal Advertising (per ad)	\$100.00	
Planning Review & Escrow Fees	Please see attached	
ZONING BOARD OF APPEALS (ZBA)		
Administrative Appeal (includes legal advertising and abutter notifications)	\$300.00	\$500.00
Variance Application (includes legal advertising and abutter notifications)	\$300.00	\$500.00
	Fees	Proposed Changes



TOWN OF GRAY

Henry Pennell Municipal Complex
24 Main St, Gray Maine 04039
www.graymaine.org

CODE ENFORCEMENT OFFICE
Tammy Munson, Lead Code Enforcement Officer
ceo@graymaine.org

MEMORANDUM

Date: 02/15/2023

To: Members of the Town Council

From: Tammy Munson, Lead Code Enforcement Officer

Re: Board of Appeals Fee Adjustment

The Town of Gray has seen a higher demand for variance requests. Based on the staff preparation time, preparing supporting items for packet information/distribution, the increase in advertising fees, and mailings, the Town is not recovering the costs associated with applications. This process has become an expense to the Town.

The current fee is \$300 per ZBA application. We are requesting the Council adjust this fee to \$500 for the Town to recover the expenses associated with processing these applications. The Appeals process offers relief of the requirements of local ordinances, often benefiting the applicant. This relief should not be at the expense of the taxpayers of the Town of Gray.

LIBBY HILL FOREST
MANAGEMENT AGREEMENT

THIS LIBBY HILL FOREST MANAGEMENT AGREEMENT (the “Agreement”) is entered into on _____, 2023 (the “Effective Date”), by and between the Town of Gray, a Maine body corporate (the “Town”), Maine School Administrative District No 15, a school administrative unit acting by and through its school board (the “School”), and the Gray Community Endowment Corporation, a Maine nonprofit corporation (“GCE”) (collectively, the “Parties”).

RECITALS

WHEREAS, Libby Hill Forest, located in Gray, Maine, spans properties owned by, *inter alia*, the Town, the School, and GCE (collectively, the “Landowners”); and

WHEREAS, Libby Hill Forest includes publicly accessible multipurpose recreational Trails, as defined in Article 2A hereof, and serves as a gathering place for public events as described in Section I(B) below; and

WHEREAS, the Trails of Libby Hill Forest are presently maintained by the Friends of Libby Hill, an informal, unincorporated volunteer group that stewards and promotes the trails, with primary oversight and support by the GCE; and

WHEREAS, the Parties desire to preserve Libby Hill Forest for trail purposes and to create, maintain, and manage the Trails of Libby Hill Forest for public use.

NOW, THEREFORE, in consideration of the mutual obligations set forth herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

I. GENERAL

- A. Description of the Property. The property subject to this Agreement is identified in the description in Exhibit A, attached hereto and made a part hereof (“Libby Hill Forest”). The trails shown on the map attached hereto as Exhibit B, and made a part hereof, are subject to this Agreement (“Trails of Libby Hill Forest”).
- B. Purpose. The purpose of this Agreement is to establish the terms and conditions under which the Parties will provide for the long-term management of public use of the Trails of Libby Hill Forest, including but not limited to mutual financial and operational assistance for the maintenance, grooming, reconstruction, and new construction of the Trails of Libby Hill Forest for hiking, running, orienteering, snowshoeing, biking, horseback riding, and other public recreation (the “Program”). For purposes of this Agreement, the Parties do not intend to provide for the management or maintenance of the Trails of Libby Hill Forest that have been designated for snowmobile activities, which shall be the sole responsibility of the Gray-New Gloucester ATV Club and the Gray Snowwolves Club.
- C. Town and School Authority; Interlocal Agreement. The Town and School are public agencies within the meaning of 30-A M.R.S. § 2202 and enter into this Agreement pursuant to the authority granted to them by 30-A M.R.S. Chapter 115 (“Interlocal Cooperation”) and all other applicable laws and rules.
- D. Term. This Agreement shall commence on the Effective Date and shall expire five years from the Effective Date (the “Initial Term”); *provided, however*, that this Agreement shall automatically renew for additional five-year terms (each, a “Renewal Term” and together

with the Initial Term, the “Term”), unless this Agreement is terminated pursuant to Section II.C.2.

E. Governance and Administration.

1. This Agreement shall be administered by the Maintenance Manager, as defined in Section G below.

F. Maintenance Manager. The Town’s Director of Buildings and Grounds (“Maintenance Manager”) shall serve as chief executive officer of the Trails of Libby Hill Forest. The Maintenance Manager shall be responsible for all aspects of the Program as defined in Section I.B (“Purpose”), which may include, without limitation:

1. Preparing the annual operating budget;
2. Preparing a Capital Improvement Plan (“CIP”) schedule and maintenance plan pursuant to Section III.A.3;
3. Preparing a recreation management plan pursuant to Section III.A.1;
4. Upon approval by the annual School and Town budget appropriation, implementing the annual operating budget, CIP schedule and maintenance plan, management plans, and any other policies and procedures;
5. Shadowing CGE’s representatives to observe current and historical Libby Hill Forest management practices; and
6. Supervising and managing the work of the Town’s Buildings and Grounds staff and Town volunteers to maintain and manage Libby Hill Forest in accordance with this Agreement.

Notwithstanding the duties of the Maintenance Manager set forth under this Agreement, the Maintenance Manager shall remain solely an employee of the Town and shall be primarily dedicated to performing the requirements of the job of Director of Buildings and Grounds for the Town.

G. Fiscal Agent. The Parties hereby designate the Town to serve as the fiscal agent for the Program (the “Fiscal Agent”). The Fiscal Agent shall:

1. Administer the annual operating budget of the Program, including without limitation accounting and auditing requirements related thereto, and shall establish a separate Libby Hill Fund under the Town’s Chart of Accounts;
2. Ensure compliance with the terms and conditions of any gifts and any charitable or governmental grants that may be secured by any of the Parties for the Program on or after the Effective Date;
3. Serve as employer for the Program, as needed. All persons employed for the Program, who are not already employees of the GCE or the School, shall be employees of the Fiscal Agent. As the Program employer, the Fiscal Agent shall have all authority under applicable law to hire, evaluate, non-renew, lay off, or terminate employees serving the Program. The employment policies and rules of the Fiscal Agent shall apply to all employees of the Program, and independent contractors serving the Program shall contract with the Fiscal Agent. For the avoidance of doubt, the Maintenance Manager and the Town’s Building and Grounds staff shall remain employees of the Town and shall not be considered

employees of the Program. Members of GCE who are responsible for running the equipment necessary to perform snow grooming services as set forth in this Agreement shall be entitled to receive a stipend from the Fiscal Agent, but may be classified as either an employee or independent contractor by the Fiscal Agent subject to applicable laws. To the extent any employee of the School performs services under this Agreement, that employee shall remain an employee of the School and shall not be considered an employee of the Town, GCE or the Program;

4. Administer procurements and enter into contracts for goods and services for the Program, including to contract a licensed forester to prepare a Forest Management Plan pursuant to Section II.A.2,
5. Expend Program funds in accordance with the approved Program budget;
6. Invest Program funds in accordance with 30-A M.R.S. §§ 5706-5719; and
7. Perform any other functions concerning the fiscal management of the Program.

II. RECREATIONAL TRAIL EASEMENT

- A. Public Recreation Trail Easement. Within six (6) months of the date of execution of this Agreement, the School, the Town and GCE agree to work collaboratively to develop and execute recreation trail easements (the “Recreation Trail Easement”) or another form of easement as may be agreed upon by the Parties, for the purpose of expressly permitting public access over the trail corridor that presently exists on the date hereof over a portion of the property owned by the School and GCE that connects with the trail corridor as presently exists on the property owned by the Town as of the date hereof (hereinafter referred to as the “Trails”) and for the purpose of permitting access to the Trails to exercise the respective rights and perform the respective responsibilities under this Agreement.

III. RIGHTS AND RESPONSIBILITIES OF THE PARTIES

A. Management Plans.

1. Forest Management Plan. The Parties will cooperate in the development of a joint forest management plan for the Trails of Libby Hill Forest. The Town, at the recommendation of the Maintenance Manager, may retain the services of a licensed forester to prepare the plan, assess existing forest resources (including volume, stocking, and monetary value of timber stands), and develop recommendations and schedules for timber stand improvement, harvesting activities, and forest regeneration activities on each parcel comprising the Libby Hill Forest. To implement the recommendations of the joint forest management plan, each Landowner must grant prior approval in writing of any timber harvesting activity to be conducted on its property. The Parties agree that any revenues derived from timber harvesting activities conducted pursuant to the forest management plan will be placed in the Libby Hill Fund and used to offset annual costs and otherwise finance the activities of the Program.

CIP Schedule and Maintenance Plan. The Maintenance Manager shall prepare a Capital Improvement Plan (“CIP”) schedule and maintenance plan for the Trails of Libby Hill Forest during the Initial Term, taking into consideration operational and management issues, land management objectives, trail construction and

maintenance. In preparing the CIP schedule and maintenance plan, the Maintenance Manager may also prepare a recreation management plan for the public use of Trails of Libby Hill Forest, including a description of the recreational and other resources found in Libby Hill Forest; and recommendations on how the land management objectives for Libby Hill Forest may be implemented.

B. Operating Budget; Cost Sharing.

1. Funding Sources. The activities of the Program shall be financed with any of the following sources:

- a. Charitable donations provided to one or more of the Parties for the support of public use of the Trails of Libby Hill Forest.
- b. Charitable or governmental grants which one or more of the Parties submits in support of public use of the Trails of Libby Hill Forest or the Purpose described in Section I.B.
- c. Revenues derived from timber harvesting activities conducted pursuant to a forest management plan for the Libby Hill Forest, as authorized by Section II.A.2.
- d. Annual fees and in-kind contributions from each Party, as follows:

(i) School Contributions:

- The School shall pay a fee of \$5,000 into the Libby Hill Fund for the first fiscal year of the Initial Term (2023-2024). For each subsequent fiscal year within the Initial Term or a Renewal Term, the School shall pay a fee as established by the Maintenance Manager and approved by the school board as part of the annual operating budget contingent on voter approval. Payment shall be made within one month (30 days) of the receipt of an invoice from the Town following the School's annual budget validation referendum approval.
- The School shall provide at least five hours of in-kind services of School staff and equipment to assist with intermediate mowing of primary recreational trails twice per fiscal year. The School shall also promote and solicit volunteers to assist GCE during clean-up days.

(ii) GCE Contributions: GCE shall not be required to pay an annual fee for operating costs. GCE shall perform the following in-kind services in lieu of an annual fee:

- GCE shall provide staff and volunteer hours for regular trail maintenance, snow grooming (except as set forth in Section I(G)(4)), and clean-up days; CIP and other projects scheduled by the Maintenance Manager; and response to adverse weather and other adverse impact events. GCE shall also assist with supervision for clean-up days. For each subsequent fiscal year within a Renewal Term, the Maintenance Manager shall set a minimum number of in-kind service hours or

identify a specific project for completion based on the needs identified during the Initial Term or a previous Renewal Term.

- GCE shall assist the Maintenance Manager with preparing a CIP schedule and annual maintenance plan.
- GCE shall, in its sole discretion, fundraise for specific projects or CIP projects and contribute any such funds into the Libby Hill Fund as appropriate.

(iii) Town Contributions:

- The Town shall deposit an amount into the Libby Hill Fund for the Initial Term equal to the difference between the annual operating budget and the sum of the in-kind contribution made by the GCE and the School contribution set forth above. For each subsequent fiscal year within a Renewal Term, the Town shall pay a fee as required by the annual operating budget, subject to Town Meeting approval. Payment shall be made within one month of the Town's annual budget approval.
- The Town shall provide the in-kind services of the Maintenance Manager, the Town's Buildings and Grounds staff, and Town volunteers as needed to fulfill the obligations set forth in this Agreement. The Town shall also provide necessary equipment to the extent GCE does not already have such equipment and the Town shall replace any necessary equipment currently owned by GCE when such equipment is no longer in operation. The Town shall promote and solicit volunteers to assist GCE during clean-up days.

Notwithstanding the foregoing subsection 1.d., the annual fees and in-kind contributions from each Party may be adjusted or reallocated following recommendation of the Maintenance Manager and approval of the operating budget and CIP schedule as set forth in this Agreement.

e. Any other lawful source of funds available in support of the Program.

2. Operating Budget. By December 15 of the preceding year, the Maintenance Manager shall develop a budget which shall include all costs of operating the Program, including without limitation: (a) Program employee salaries and benefits, if any; (b) payments due contractors and vendors; (c) payments for rental, purchase, and repairs of trail maintenance equipment; and (d) all other Program costs.

3. Expenditure of Funds. All funds of the Program may be expended at the discretion of the Maintenance Manager consistent with the operating budget and CIP budget and in a manner consistent with this Agreement, any applicable gift or grant agreements, and applicable law. Program funds balances may, at the discretion of the Maintenance Manager, (a) be used to reduce the operating costs of the Program; (b) be accrued in contingency funds and other reserve funds; or (c) be equitably credited or rebated to each Party.

C. Withdrawal; Termination.

1. Withdrawal. Any Party may withdraw from this Agreement effective at the end of any (July – June) fiscal year provided that (a) the withdrawing Party gives written notice to the other parties not later than October 1 preceding the end of the fiscal year; and (b) the withdrawing Party executes a withdrawal agreement with the remaining Parties to the Agreement, which makes suitable provision for the equitable allocation of assets and liabilities of the Program to the withdrawing Party, consistent with the understanding set forth in Section II.C.3. Following withdrawal from this Agreement the withdrawing party shall have no further obligations under this Agreement, but their access to and use of the Libby Hill Forest shall be limited to that granted to other members of the public and the remaining parties shall reserve full authority to re-negotiate the terms of this Agreement and the maintenance and use of Libby Hill Forest.
2. Termination. This Agreement may be terminated, and the Program may thereby be dissolved, by a majority vote of the Parties. Prior to such termination, the Maintenance Manager shall make suitable provision for the transition of governance and other matters related to the Program, the transfer or distribution of any real or personal property of the Program, for the retirement of any outstanding debts, and for the equitable division of assets and liabilities of the Program, consistent with the understanding set forth in Section II.C.3.
3. Understandings. By entering into this Agreement, the Parties have made a bona fide commitment to the Program. The Parties acknowledge that the Town of Gray, upon the recommendation of the Maintenance Manager, may cause contracts to be executed that extend beyond a current fiscal year, including multi-year employment contracts, and that such contracts benefit the Program and the Parties. The Parties further acknowledge that the withdrawal of a Party or the termination of the Agreement could increase certain Parties' responsibility for contractual obligations and other liabilities incurred by the Program prior to withdrawal or termination unless the Parties remain responsible for an equitable share of those obligations and liabilities after withdrawal or termination. In the case of any such obligations and liabilities incurred prior to withdrawal or termination, the Parties agree to pay a pro rata share of such obligations based on an even division of such obligations among the Parties. However, there may be instances where one Party will continue to benefit exclusively from a contractual obligation of the Program, while the Program retains no benefit. In such circumstances and notwithstanding the foregoing, the beneficiary Party shall assume such obligation with no further contribution from the other Parties.

Notwithstanding any of the foregoing understandings set forth in the immediate above paragraph, the Maintenance Manager shall determine an alternate method of equitably allocating the Program's assets and liabilities.

- D. Dispute Resolution. The Parties agree to notify one another within 14 days of any perceived breach of this Agreement or any dispute arising from the Parties' rights and responsibilities under this Agreement. Any dispute among the Parties arising out of or relating to this Agreement shall be resolved as follows:
- E. The Parties agree to negotiate in good faith and attempt to resolve any dispute, controversy, or claim arising out of or relating to this Agreement within 30 days after the date that an aggrieved Party has given written notice of such Dispute to the remaining Parties. In the event the Parties are unable to resolve the matter, any Party may give notice of withdrawal under Section III.C above or the Parties may agree to terminate the agreement pursuant to Section III.D above.

Notwithstanding this dispute resolution process, the Parties hereto reserve the right to file a civil action in a court of competent jurisdiction located in Cumberland County, Maine.

1. Performance During Dispute. The Parties shall continue performance under this Agreement while matters in dispute are being resolved.

IV. MISCELLANEOUS

- A. Final Authority. Notwithstanding anything to the contrary herein, the Landowners shall each retain final authority to control the access, use, and management of their respective properties.
- B. Insurance. Each Party shall be responsible for obtaining and maintaining insurance as they deem necessary, in their sole discretion, adequate to protect itself from the risks, if any, related to this Agreement and the Program.
- C. No Exclusivity. Nothing in this Agreement shall obligate any Party to any exclusive relationship with any other Party or Parties, the Program,; nor shall it prevent or limit any Party's participation in any other plan, program, agreement, or arrangement for the management of Libby Hill Forest; nor shall it impair any rights that any Party may have under any other plan, program, agreement, or arrangement of any kind.
- D. Amendment. This Agreement may be amended upon mutual written agreement of the Parties.
- E. Nonappropriation of Funds. The payment obligations of the Town and the School under this Agreement constitute a current expense of the Town and the School, respectively. Neither party shall be responsible for financial obligations beyond the current fiscal year, unless contractually obligated as set forth in Section III.C.3 above. Any non-substitution, notification, time limitation, or other provision in this Agreement restricting or limiting the Town's or the School's right to terminate the Agreement upon a Nonappropriation Event (as defined below) shall be enforceable only to the extent that such restriction or limitation is permitted by applicable law and would not cause the Town's or the School's obligation to make payments under the Agreement to be deemed or construed as a debt of the Town or the School in contravention of any constitutional, statutory, or other legal requirement governing the creation of indebtedness by the Town or the School. Nothing in this Agreement shall be deemed a pledge of general tax revenues, funds, or monies of the Town or the School. "Nonappropriation Event" means the failure of the legislative body of the Town or the School to appropriate funds for the payment of the Town's or the School's obligations under this Agreement.
- F. Miscellaneous. This Agreement may not be assigned and shall be interpreted, governed, construed, and enforced in accordance with the laws of State of Maine. This Agreement contains the entire agreement between the Parties in relation to its subject matter, and there are no other agreements or understandings, oral or otherwise, between the Parties at the time of execution of this Agreement. If any provision(s) of this Agreement is determined to be invalid or unenforceable in whole or in part for any reason, such provision(s) shall be severed and the Parties shall negotiate in good faith to amend this Agreement so as to effect the original intent of the Parties as closely as possible. The remaining provisions of this Agreement shall be unaffected thereby and shall remain in full force and effect to the full extent permitted by law. This Agreement may be executed in counterparts, each of which

shall be deemed an original, but all of which, taken together, shall constitute one and the same Agreement.

IN WITNESS WHEREOF, the undersigned Parties have caused this Agreement to be signed on their behalf by their duly authorized representatives who, by their signatures below, attest that they have the power and authority to bind their respective Party.

TOWN OF GRAY

Nathaniel Rudy, Town Manager

MAINE SCHOOL ADMINISTRATIVE
DISTRICT NO. 15

Craig King, Superintendent of Schools

GRAY COMMUNITY ENDOWMENT

Carl Holmquist, Chair
Board of Directors

**LIBBY HILL FOREST
MANAGEMENT AGREEMENT**

Exhibit A

[INSERT DESCRIPTION OF CURRENT EXTENT OF LIBBY HILL FOREST PARCELS]

This Exhibit A and the terms of this Agreement shall not apply to any additional real property owned by one or more of the Parties, unless the Parties agree to expand the geographic extent of Libby Hill Forest or the Trails of Libby Hill Forest to include such additional real property.

**LIBBY HILL FOREST
MANAGEMENT AGREEMENT**

Exhibit B

[INSERT MAP OF CURRENT LIBBY HILL TRAILS]

TOWN OF GRAY FISCAL POLICY

Revised X, 2023

The Town of Gray shall develop and maintain, through the office of the Town Manager and the Town Council, a financially prudent, effective, efficient, and desired level of services to the citizens of Gray.

The Town of Gray shall develop and maintain, through the office of the Town Manager and the Town Council, a Performance Management Program incorporating such tools and metrics to clearly and succinctly demonstrate to the citizens of Gray that their tax dollars are allocated, managed, and deployed wisely.

Contents

FISCAL POLICY	3
BASE OPERATING BUDGET POLICY	3
BASE BUDGET DEVELOPMENT POLICY	3
PURCHASING POLICY	3
Total Cost Bidding.....	4
Cooperative Purchasing.....	4
Exemptions from Competitive Bidding:.....	4
Sole Sourcing.....	5
CAPITAL INVESTMENT PLAN AND PROGRAM POLICY (CIP).....	5
CIP PROGRAM DEVELOPMENT POLICY	5
CIP DEPLOYMENT POLICY.....	5
LONG TERM CAPITAL INVESTMENT AND DEBT POLICY	6
CASH MANAGEMENT POLICY	6
PERFORMANCE REPORTING.....	6
ADMINISTRATION.....	7
TOWN MANAGER.....	7
TOWN CLERK.....	7
FINANCIAL ADMINISTRATION AND BUDGET PROGRAM	7
HUMAN RESOURCES	8
BUILDINGS AND GROUNDS	8
COMMUNICATIONS AND INFORMATION TECHNOLOGY.....	9
WEBSITE, WEB-BASED SERVICES, AND SOCIAL MEDIA	9
LIBRARY.....	9
PLANNING and DEVELOPMENT SERVICES.....	9
ASSESSING	9
CODE ENFORCEMENT.....	9
GEOGRAPHIC INFORMATION SYSTEM PROGRAM (GIS).....	9
PLANNING.....	9
PUBLIC SAFETY.....	10
PUBLIC SAFETY SERVICES.....	10
FIRE INSPECTOR.....	10
ANIMAL CONTROL OFFICER	10
PUBLIC WORKS.....	10
MOTOR VEHICLE MAINTENANCE PROGRAM	10
RECREATION.....	11
RECYCLING AND TRANSFER STATION	11
CAPITAL PROJECTS	11

FISCAL POLICY

The Town of Gray shall develop and maintain, through the office of the Town Manager and the Town Council, a financially prudent, effective, efficient, and desired level of services to the citizens of Gray.

The Town of Gray shall develop and maintain, through the office of the Town Manager and the Town Council, a Performance Management Program incorporating such tools and metrics to clearly and succinctly demonstrate to the citizens of Gray that their tax dollars are allocated, managed, and deployed wisely.

BASE OPERATING BUDGET POLICY

The Town of Gray shall maintain a level of expenditure that shall provide for the public well-being and safety of the residents as the first level of priority.

Additional services and programs shall be reviewed in an order of priority that shall reflect both, the financial capacity of the taxpayer base to sustain such services, and the practical and intrinsic value of the offering to the community.

BASE BUDGET DEVELOPMENT POLICY

An annual base operations budget shall be developed by verifying, through historic review, Department Head, Town Manager, and Council recommendations, expenditures required for the forthcoming fiscal year. During the annual budget development process, the existing budget and work practices shall be thoroughly reviewed to determine and develop opportunities to improve service levels without additional cost or to reduce operating cost without reducing service levels. Additions and/or incremental adjustments of the base operating budget shall be supported by business case analysis.

PURCHASING POLICY

Spending Authorization

The Town Manager is designated by the Charter as the Purchasing Agent for the Town. Accordingly, the Manager and Department Heads are authorized to spend within budget appropriations. Purchases within the dollar ranges specified below must meet the requirements listed.

\$0 - \$5,000. Formal competitive bidding is not required. However, the purchaser should endeavor to get the best value for the money spent. Department Head or their designee can approve the purchase.

\$5,001 - \$15,000. Quotations shall be solicited from a minimum of three qualified bidders, if available. The quotes must be documented and attached to purchase order. A purchase order signed by the Town Manager is required.

\$15,001 - \$40,000. Written proposals or bids shall be solicited from a minimum of three qualified bidders, if available and attached to purchase order. A purchase order signed by the Town Manager is required.

Over \$40,001. Written bid specifications or equivalent shall be approved by the Town Manager. The bid shall be advertised by the most efficient means possible to encourage the widest possible competition. The Town Manager may award the bid to the lowest bidder and sign the purchase order or contract.

Total Cost Bidding

If the Town Manager feels that it is in the best interest of the Town not to award the bid to the low bidder, they may refer the award of the bid to the Town Council. The Town Council shall award the bid to the best bidder; not necessarily the lowest bidder; keeping in mind the total cost over the life of the project or equipment, the quality of material, availability of service, contributions by the bidder to the local tax or employment base and other significant factors.

Cooperative Purchasing

Competitive bidding requirements may be delegated by the Town Manager to area-wide, or State-wide purchasing cooperatives.

Exemptions from Competitive Bidding:

1. Contracts for professional services. Professional Services contracts should be rebid every three years, with the option for the Town to extend two annual renewals.
2. Hourly rate contracts, which cannot be effectively estimated.
3. Situations in which it is determined by the Town Manager that only one firm can effectively provide the required service or materials. Such sole source purchases may be made for continuity of department/town assets.
4. Emergency repair or replacement where it is determined by the Town Manager that the repair or replacement cannot be delayed sufficiently to conform to the policy.

5. The letting of contracts or purchases of additional quantities, where the Town has recently awarded bids as normally required, and the successful bidder is willing to honor their original price.

6. Purchases from vendors which have been vetted by a professional association. Such documentation must be attached to invoices for payment.

Sole Sourcing

Sole sourcing refers to products that are only produced by only a single supplier. Single Sourcing refers to products that are produced by more than one supplier. Single sourcing is more sustainable than sole sourcing as products can be produced by more than one supplier.

Should the case be that an item or service falls under sole sourcing a sole source memo will be provided as justification and provided to the Town Manager for prior approval of purchase. The memo will also include a quote from the vendor providing the item or service.

CAPITAL INVESTMENT PLAN AND PROGRAM POLICY (CIP)

The CIP shall provide for adequate design, construction, maintenance, and replacement of the Town's infrastructure including roads and bridges. The CIP shall also provide for repair and/or replacement of capital plant and equipment, including motor vehicles, building maintenance, and capital tools and equipment.

CIP PROGRAM DEVELOPMENT POLICY

The Town shall project its needs for the next ten years and shall update this projection twice each year commensurate with the programmed property tax billing dates. From these projections, a five-year maintenance and replacement schedule shall be developed and followed for items valued at a minimum of \$5,000 and with a projected life span of at least 7 years.

The Town shall maintain a diversified and stable revenue allocation system to mitigate short-term fluctuations in any one year. Annual revenues and revenue allocations to the CIP shall be estimated and adjusted using objective, analytical processes utilizing trend analysis, statistical analysis, and financial analysis tools as appropriate.

CIP DEPLOYMENT POLICY

The Town shall deploy all capital projects based on highest and best use of associated capital funds. The Town shall review annually the five-year CIP projections for capital projects and

improvements and shall develop a lifecycle cost analysis that clearly articulates the financial benefit, funding sources, and project implementation schedule for each capital project proposal before it is submitted to the Town Council for approval. To ensure project completion within budget and established timelines, tracking of components of the CIP approved shall be implemented and the Town council updated monthly monitored by the Town Manager.

A healthy reserve fund should be maintained to reduce impacts to the MILL rate.

Emergency and unanticipated capital expenditures for maintenance and/or replacement shall be the rare exceptions and only considered where public health and/or safety are at risk. A Buildings and Grounds Contingency fund and a Town Manager Contingency fund should be maintained to address such situations.

A fixed asset system shall be maintained to identify all Town assets, their condition, historical cost, replacement value, and useful life.

LONG TERM CAPITAL INVESTMENT AND DEBT POLICY

The Town of Gray shall confine long-term borrowing to specific capital improvements that cannot reasonably be funded from annualized tax allocations or reserve funds. The term structure of debt shall not exceed the anticipated useful life of the acquired asset. Bonding is recognized as a useful financial tool to assist with large projects, such as infrastructure, or high value equipment purchases, when the value of bond costs is reasonable.

When market conditions are deemed favorable, unexpended capital shall be invested to maximize return while preserving the liquidity of the investment base. All proceeds from these investments shall be retained in the Undesignated Fund Balance Account and shall be used to supplement annualized CIP funding requirements.

CASH MANAGEMENT POLICY

The Town Treasurer shall semi-annually submit an investment plan to the Town Council for review and adoption. The plan shall clearly articulate investment strategies that maximize the overall rate of return for all town funds collected while preserving liquidity. The plan shall comply with all applicable laws and adopted investment policies. The Town Treasurer shall pro-actively direct the investment of Town cash funds in various investment vehicles such as overnight deposits, money market accounts, CD's, bonds which are held by a trustee or other financial agent.

PERFORMANCE REPORTING

The Town performance reporting program is designed to ensure consistent, high quality, cost-effective services for the citizens of Gray.

The Town Manager's Office shall have the primary responsibility for implementing the performance reporting program under the direct oversight of the Gray Town Council. Performance reporting is the assessment of how well the Town as a whole, and each department, performs when providing goods and services to Gray citizens and to regional and state entities.

Gray's Town Manager shall be accountable for the proper use of tax dollars and for providing the services citizens expect from local government. Performance reporting provides Gray citizens with the information necessary to ensure accountability. Additionally, performance reports are a management tool that tracks work performed and results achieved. The Town of Gray's performance reporting program is intended to inform the Township by:

- Providing necessary information to enhance policy decision-making;
- Improving customer service feedback;
- Supporting strategic planning and goal-setting;
- Enabling effective use of resources; and
- Strengthening accountability.

The Town Administration shall assemble a comprehensive Annual Report each year. Copies of the report shall be distributed to program managers, department heads, the Town Council, Boards and Committees, the media, and the public. The Town Manager will require monthly reports from Town Department Heads and will share those monthly reports with the Town Council as part of their own reporting to the Town Council. These department reports will demonstrate the value of public services provided by the Town of Gray, and the efficiency of their delivery.

ADMINISTRATION

TOWN MANAGER

Purpose: To ensure sound overall management practices for the Town in general; that citizen interface with Town Administration is satisfactory; that reporting departments are managed to the overall satisfaction of the citizens and Town Council; that the Town's Operating Budget and Capital Investment Program are properly developed and implemented; to ensure the quality of life in Gray meets or exceeds the expectations of the citizens commensurate with taxpayer burden.

TOWN CLERK

Purpose: To provide thorough, timely, accurate, records, documents, and information to the citizens of Gray, the Town Council and Town boards and committees.

FINANCIAL ADMINISTRATION AND BUDGET PROGRAM

Purpose: To ensure sound financial management by managing the investment of Town funds; managing the development and implementation of the Town's budget; preparing the City's Capital Improvements Program (CIP) and Fiscal Analysis; performing studies and analyses; and providing recommendations to support the Council's financial decisions and fiscal policy.

ACCOUNTING AND CONTROL

Purpose: To ensure the accurate accounting, disbursement and safeguarding of the Town's funds by maintaining accounting and fixed asset records and issuing reports in conformance with generally accepted accounting principles; reviewing transactions to ensure compliance with applicable regulations, policies, and requirements; paying accounts receivable in an accurate and timely manner; managing the payroll process in an accurate and timely manner; and administering the financial component of employee retirement and benefit programs.

PURCHASING

Purpose: To provide the Town with the means to obtain quality goods and services at the lowest possible cost while conforming to the Gray Town Charter, Town Council policy, the Town Administrative Code, as well as state and federal requirements for procurement. To cost effectively manage the storage and disposal of goods and/or services.

REVENUE PROGRAM

Purpose: To ensure the timely, accurate and equitable collection of revenues and property taxes by monitoring billing, collection, and receipt of taxes; managing the billing and collection of ancillary fees and charges.

HUMAN RESOURCES

Purpose: To provide Town employees with access to training and resources that promote professional development, teamwork, technical proficiency, and the management and leadership that fosters and facilitates a sound return on the investment made by Gray citizens in maintaining adequate Town staffing.

BUILDINGS AND GROUNDS

Purpose: To maintain town parks and facilities in an attractive, safe, clean, and accessible condition by planning and conducting preventive maintenance; managing CIP renovation projects; conducting repairs; providing in-house and contractual cleaning services; managing ADA compliance and performing safety inspections.

COMMUNICATIONS AND INFORMATION TECHNOLOGY

WEBSITE, WEB-BASED SERVICES, AND SOCIAL MEDIA

Purpose: To increase citizen understanding and awareness of the Town by providing effective communication through Gray's website and social media. To increase citizen understanding, awareness, and participation in Town government and to increase and facilitate information flow to users.

LIBRARY

Purpose: To meet the needs of Gray's citizens by providing high quality programs delivered to maximize attendance and effectiveness. To provide a high-quality, well-maintained inventory of books, periodicals, and other media. To plan for maximum utilization of Library facilities.

PLANNING and DEVELOPMENT SERVICES

ASSESSING

Purpose: To ensure the timely, accurate and equitable development of the Property Tax basis for property tax revenues by maintaining accurate and timely records of new construction, monitoring trend rates for new construction, and by conducting periodic assessment reviews.

CODE ENFORCEMENT

Purpose: To ensure the safety and conformance of Gray's buildings to Building code requirements. To maintain the value of property and safety of the occupants by permitting and inspecting construction, enforcing the zoning ordinance, and enforcing town codes in a timely and consistent manner. Work with Town boards, committees, and the citizens to effectively and efficiently provide clear, concise, accurate information for proposed construction projects.

GEOGRAPHIC INFORMATION SYSTEM PROGRAM (GIS)

Purpose: Develop and maintain a GIS infrastructure that will allow employees and the public easy access to the Geographic Information System (GIS), which will provide employees the tools to perform their work more efficiently and the public with easy access to geographical information over the Internet enhancing implementation of strategic Comprehensive Plan goals and objectives.

PLANNING

Purpose: To develop and oversee long range planning for the Town, including preparing and updating the master plan (Comprehensive Plan) zoning plans, and strategic planning documents. Maintain an up-to-date statistical database (GIS). Coordinate the implementation of the Gray

Comprehensive Plan and other specialized plans and recommendations. Provide informed and accurate staff support to Town boards and committees. Develop policies and plans for Town Council review that enhance the development of new lots, blocks and/or units with final approval for location within target zoning areas. Advise Town council as to the effectiveness of Comprehensive Plan Implementation as it applies to zoning and business opportunities.

PUBLIC SAFETY

PUBLIC SAFETY SERVICES

Purpose: To ensure the citizens of Gray are provided with an ongoing Firefighting and Rescue force, Fire and Rescue related infrastructure including buildings and equipment, training, fire prevention and inspection safeguards and information, and other Fire and Rescue and life safety services administered in an effective and efficient manner.

FIRE INSPECTOR

Purpose: To maintain the safety of Gray's buildings and respective occupants by inspecting construction and enforcing the Town's Fire code in a timely and consistent manner. Work with Town boards, committees, and the citizens to effectively and efficiently provide clear, concise, accurate information for proposed construction projects.

ANIMAL CONTROL OFFICER

Purpose: To preserve public order, protect lives and property, and reduce dog bites, cruelty to animals, dead dogs in the road, miscellaneous animal conflicts.

PUBLIC WORKS

Purpose: To deliver Public Works engineering and operational services that provide the Town of Gray a reliable, safe, effective road system. To ensure a safe and clean environment for citizens and high-quality infrastructure that meets Town, state, and federal standards by inspecting all related capital improvement construction work and construction of infrastructure by developers who receive Town of Gray issued permits; and by managing in-house and contractual services for construction, maintenance and repair of infrastructure including roadways, streets, sidewalks and storm water management systems and facilities.

MOTOR VEHICLE MAINTENANCE PROGRAM

Purpose: To ensure that the vehicles and equipment within the Town's fleet are always operational and well-maintained by providing an efficient, thorough, and effective maintenance and repair program; managing vehicle acquisition and disposition; and managing fuel operations.

RECREATION

Purpose: To meet the recreational needs of citizens by providing high quality Recreation programs. To provide high-quality, well-maintained facilities and programs for the public and community by maintaining Town Parks and Recreation facilities; to provide contractual and in-house services for private and public meetings and performances; develop programs and opportunities that fully utilize facilities and grounds; promote public awareness of the Town's resources.

RECYCLING AND TRANSFER STATION

Purpose: To ensure that the Recycling engineering and operational services provide the Town of Gray with a reliable, safe, effective waste management and disposal system. To ensure a safe and clean environment for citizens and a high-quality infrastructure that meets Town, state and federal recycling and waste management standards by managing contractual services for waste management, renovations, maintenance and repair of equipment and facilities.

CAPITAL PROJECTS

Purpose: To develop and maintain town roads, streets, sidewalks, parks, and facilities in an attractive, safe, clean, and accessible condition by planning, managing, and implementing CIP renovation projects.

To provide a safe and effective street and sidewalk system by ensuring that public streets and sidewalks are designed to town standards; planning roadway and traffic control improvements; operating and maintaining traffic signals, beacons, and streetlights; coordinating with adjacent towns on traffic coordination and planning.

To ensure that the vehicles and equipment within the town's fleet are always operational and well-maintained by providing an efficient, thorough and effective maintenance and repair program; managing vehicle acquisition and disposition.

To ensure sound financial management by managing the investment of Town funds; managing the development and implementation of the Town's budget; preparing the Town's Capital Improvements Program (CIP) and Fiscal Analysis; performing studies and analyses; and providing recommendations to support the Council's financial decisions and fiscal policy.

Jonathan Hartt

From: Sandy Carder
Sent: Friday, February 24, 2023 10:53 AM
To: Josh Tiffany; Michael Curtis; Nathaniel Rudy
Cc: Jonathan Hartt
Subject: Re: GCTV Request for a six month moratorium for content info

Okay thanks, Josh, that does clarify. Let's get you on the 3/7 TC agenda under action items with a motion to suspend the section of 3.5 under the content policy for a period of 6 months.

Hi Jon - can you please just add Josh's e-mail explaining the request below and then a copy of the policy in the packet for this item.

Thanks,
Sandy

From: Josh Tiffany <Jtiffany@graymaine.org>
Sent: Friday, February 24, 2023 10:28 AM
To: Sandy Carder <scarder@graymaine.org>; Michael Curtis <mcurtis@graymaine.org>; Nathaniel Rudy <nrudy@graymaine.org>
Subject: RE: GCTV Request for a six month moratorium for content info

Good morning,

Apologies for somehow not overlooking this email yesterday morning.

In the Town's GCTV Program Policies (https://www.graymaine.org/sites/g/files/vyhli631/f/uploads/gctv2_program_policies.pdf), it includes section 3.5 which states:

All programming must contain an identifying graphic on the screen for at least five seconds before, and after each unique program. The graphic should read as follows: "The following/preceding program is/was sponsored by Gray Resident [Producer's Name] who accepts full responsibility for the content. Application form on record."

I am proposing that this section of our policy have a six-month moratorium.

As it stands now, GCTV2 – apart from its broadcasting of live meetings and the community bulletin board, is lacking in community generated content. The Communications Department wishes to add existing community media sourced content to the channel to demonstrate the viability of the forum and energize the channel. If this is done in line with the current policy above, it would appear that one person is monopolizing the channel.

We will continue to have community members sponsor shows they wish to have broadcast and we will maintain those records so if there is any issue with anything broadcast on the channel, the person who sponsored the content will still be known.

So in the end, we are looking to temporarily suspend the necessity of adding the five second card at the beginning and end of sponsored programs for a period of six months. This will provide us the ability to populate the channel with content in the hopes of generating more interest in the resource.

Thank you, and please let me know if you have any questions.

Best,

Josh

Joshua Tiffany, MLIS
Town of Gray - Director of Communications, Libraries, and Information Technology
(207) 657-4110
jtiffany@graymaine.org
www.graypubliclibrary.com

“Hearts rebuilt from hope resurrect dreams killed by hate.” – Aberjhani

This electronic mail message and any attachments hereto, as well as any electronic mail message(s) that may be sent in response to it, may be considered public records, and may therefore be subject to public record requests for review and copying under Maine's Right to Know Law (Title 1, 401-521 of the Maine Revised Statutes).

From: Sandy Carder <scarder@graymaine.org>
Sent: Thursday, February 23, 2023 7:15 AM
To: Michael Curtis <mcurtis@graymaine.org>; Nathaniel Rudy <nrudy@graymaine.org>
Cc: Josh Tiffany <jtiffany@graymaine.org>
Subject: Re: GCTV Request for a six month moratorium for content info

Hi Michael,
Thanks - I believe the 2nd & 3rd items are for Nate and for you to provide an update at the next Council meeting (and schedule an interview time for yourself).

For item 1, Josh, can you provide more information? Are you looking for us to suspend something in the content policy?
Sandy

From: Michael Curtis <mcurtis@graymaine.org>
Sent: Wednesday, February 22, 2023 5:10 PM
To: Sandy Carder <scarder@graymaine.org>; Nathaniel Rudy <nrudy@graymaine.org>
Cc: Josh Tiffany <jtiffany@graymaine.org>
Subject: GCTV Request for a six month moratorium for content info

Hi Sandy and Nate,

During our GCTV meeting the committee is requesting a six month moratorium on content info for the station to give more flexibility to put content on the channel. This will allow the crew to post multiple segments of content without having to list who posted. Josh who is CC'ed on this email can inform you on the specifics if you need more information.

Also, for the Boston Cane award that was just handed out. Can you please remind me of who the recipient was and her contact info. The GCTV would like to interview her for a collaboration with the historical society of Maine to air a special on her life here in Gray and her history as well.

The committee would also like to see when Dan, Marty, and myself would be available to finish up current council

members interviews to run a MEET THE COUNCIL segment on the GCTV. I believe Sandy and Krista have already interviewed.

Thank you for your help.

Warm Regards,
Michael Curtis

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GRAY COMMUNITY TELEVISION (“GCTV2”) POLICIES TOWN OF GRAY MAINE

Approved July 6, 2021

- 2.1. The Community Television and Communication Advisory Committee (the “Committee”) was created March 24, 2020 by the Gray Town Council.
- 2.2. Membership

The Committee shall consist of seven (7) members, four (4) of whom shall be residents of the Town of Gray. Other members may include representatives of MSAD15, a private school from either Gray or New Gloucester, the Gray/New Gloucester Development Corporation or a non-profit organization from Gray.
- 2.3. Duties
 - 2.3.1. The Community Television Advisory Committee shall meet no less than once each quarter of the year; and may schedule additional meetings as needed.
 - 2.3.2. The Committee shall be responsible for keeping the Gray Town Council informed of Public, Educational and Government related matters as they relate to:
 - 2.3.2.1. Recommending improvements in Public, Educations and Government programming to GCTV2.
 - 2.3.2.2. Making recommendations regarding relevant emerging technologies and other broadcast options to GCTV2.
 - 2.3.2.3. Promoting and developing optimal utilization of the PEG system;
 - 2.3.2.4. Promoting community outreach and providing a forum for citizen recommendations and concerns regarding the use of equipment, facilities, programming and other related issues.
 - 2.3.2.5. Promoting support for quality community television in Gray.
 - 2.3.3. The Committee shall explore and cultivate available programming sources.
 - 2.3.4. The Committee shall examine emerging technologies and other telecast or online streaming options for public, educational, and governmental content.
3. Guidelines for use of Public Access Programming Block
 - 3.1. Public access programs, as defined herein, must be sponsored by a Gray Resident, or a representative of a Gray organization, or business. All programs must be submitted with a signed “Public Access Application Form.”
 - 3.2. Programs aired in the public access channel block shall be non-commercial.
 - 3.3. Public access programming shall not contain obscene, seditious, or unlawful materials as defined under municipal, state, or federal law.
 - 3.4. Any use of the Public Access Programming Block shall be by application to GCTV2 Station Manager, or their designee. All programming will be scheduled on a first come, first served basis.
 - 3.5. All programming must contain an identifying graphic on the screen for at least five seconds before, and after each unique program. The graphic should read as follows: “The following/preceding program is/was sponsored by Gray Resident [Producer’s Name] who accepts full responsibility for the content. Application form on record.”



TOWN OF GRAY

Henry Pennell Municipal Complex
24 Main St, Gray Maine 04039
www.graymaine.org

OFFICE OF THE TOWN MANAGER

Nate Rudy, Town Manager
nrudy@graymaine.org
(207) 657-3339

March 2, 2023

Town Manager (TM) Report to Town Council (2/16/2023 – 3/2/2023):

- 2/16: TM attended Maine Municipal Association (MMA) Legislative Policy Committee meetings via Zoom.
- 2/20: Town staff observed President's Day holiday.

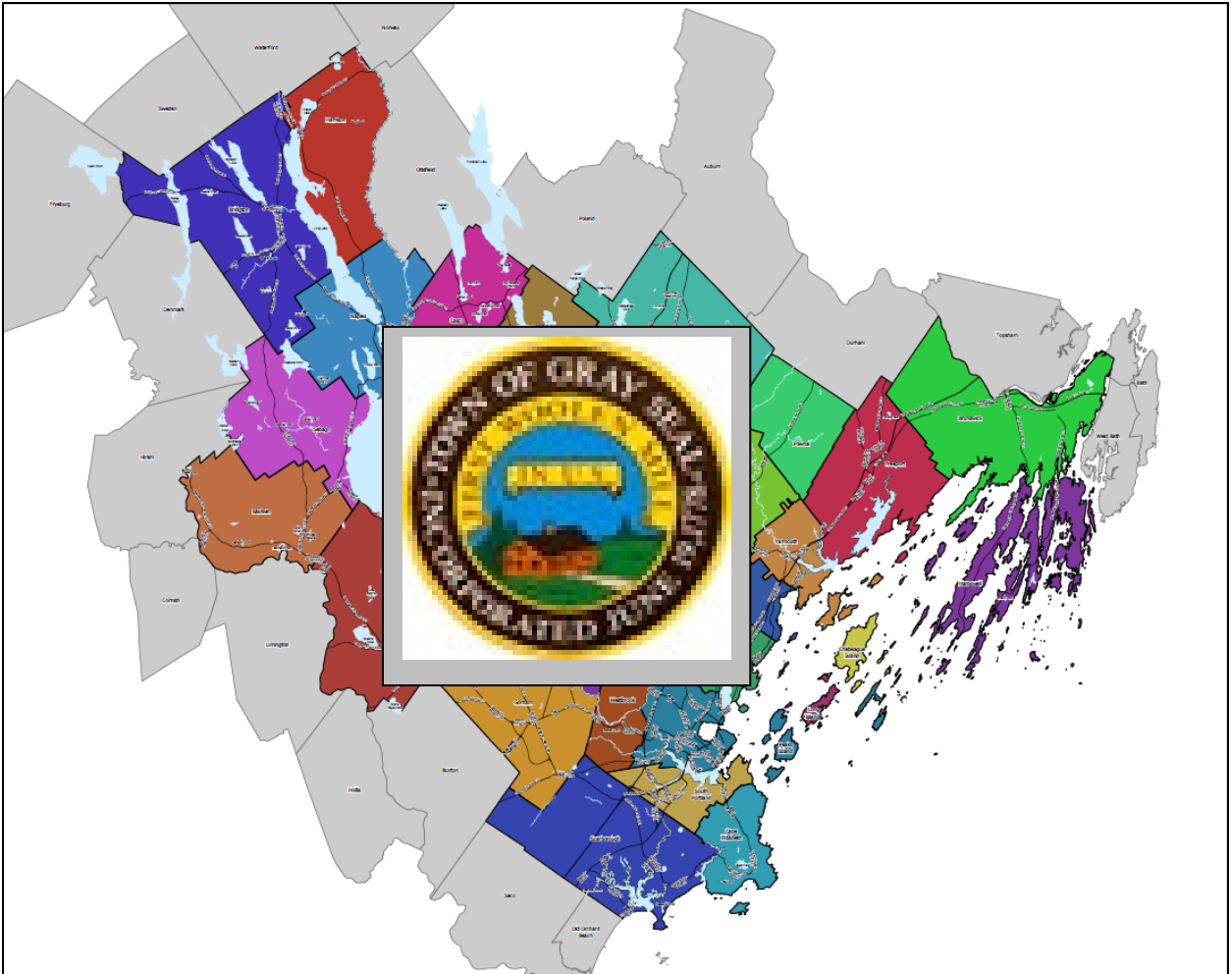
Upcoming:

- TM preparing Council minutes and assisting with agenda packets for Council meetings and workshops.

Other activities:

- TM coordinating with Finance Director and Department Heads on presentation of Initial Budget Request to Council on 2/27.
- TM coordinating between the Principle Group, Council, and Town staff on matters related to Gray Village planning, Main Street planning, and the Yarmouth Road construction project. I have attached draft proposal documents for Council review.
- The Town Hall offices will open to the public at 11 AM on Thursdays, to provide office staff with time to complete administrative tasks. We will experiment with this model to see how it helps with productivity and efficiency in Town functions. This schedule is subject to change in the future, and Gray citizens are welcome to please contact me with any questions or concerns.

Town of Gray



Comprehensive Emergency Operations Plan

Version 3.0
September 2021

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: _____

Michael Durkin
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	12/21/2021	<i>Emergency Operations Plan developed</i>	ALL
2.0	12/21/2021	<i>EOP expanded to include focus on resilience of organization</i>	ALL
3.0		Town of Gray draft copy submitted to Town Council for review and approval	ALL

Record of Distribution

Distribution will be accomplished electronically to all stakeholders, and a redacted version of the plan will be available on the Cumberland County Emergency Management Agency website: <https://www.cumberlandcounty.org/223/Emergency-Management-Agency>

Organization	Date Delivered	Medium	Verified Receipt

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Table of Contents

<i>I.</i>	<i>Purpose</i> _____	<i>1</i>
<i>II.</i>	<i>Municipality Profile</i> _____	<i>1</i>
<i>III.</i>	<i>Applicability</i> _____	<i>1</i>
<i>IV.</i>	<i>Security</i> _____	<i>2</i>
<i>V.</i>	<i>Plan Maintenance and Distribution</i> _____	<i>2</i>
<i>VI.</i>	<i>Policy and Background</i> _____	<i>2</i>
<i>VII.</i>	<i>Planning Objectives and Assumptions</i> _____	<i>2</i>
<i>VIII.</i>	<i>Resilience Capability Elements</i> _____	<i>3</i>
A.	Risk Management: _____	<i>3</i>
B.	Response Options _____	<i>3</i>
C.	Hazard Mitigation: _____	<i>4</i>
D.	Continuity of Operations Planning Elements (<i>not discussed elsewhere</i>): _____	<i>4</i>
E.	Hazardous Materials (HAZMAT) Response: _____	<i>5</i>
F.	Emerging Infectious Diseases (EID) Considerations: _____	<i>5</i>
G.	Point of Distribution (POD) Planning: _____	<i>5</i>
H.	Reconstitution/Recovery _____	<i>5</i>
I.	Test, Training, & Exercise (TT&E) Program _____	<i>5</i>
<i>IX.</i>	<i>Operational Phases and Implementation</i> _____	<i>6</i>
<i>X.</i>	<i>Roles and Responsibilities</i> _____	<i>6</i>
<i>XI.</i>	<i>Coordination Meetings (Internal & External)</i> _____	<i>7</i>
<i>XII.</i>	<i>Outreach Program Participation</i> _____	<i>8</i>
<i>XIII.</i>	<i>Points of Contact</i> _____	<i>8</i>
<i>Annex A: Municipality Organization</i> _____		<i>1</i>
<i>Annex B: Operational Phases and Implementation</i> _____		<i>1</i>
<i>Annex C: Risk Management</i> _____		<i>9</i>
<i>Annex D: Response Options</i> _____		<i>1</i>
<i>Annex E: Hazard Mitigation Plan</i> _____		<i>1</i>
<i>Annex F: Continuity of Operations Plan</i> _____		<i>1</i>
<i>Annex G: Hazardous Materials (HAZMAT) Response Plan</i> _____		<i>1</i>
<i>Annex H: Mass Care Considerations</i> _____		<i>1</i>
<i>Annex I: Emerging Infectious Disease Considerations</i> _____		<i>1</i>

Annex J: Point of Distribution (PoD) Structure _____ *1*

Annex K: Reconstitution/Recovery _____ *1*

Annex L: Test, Training, and Exercise (TT&E) Program _____ *1*

Annex M: Glossary & Acronyms _____ *1*

Annex N: Authorities and Resources _____ *1*

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. 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 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, 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 Town of Gray to an emergency incident. This plan shows the coordination necessary between entities within 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 Town of Gray. The provisions of this Plan apply to the full spectrum of situations and/or incidents that could affect the ability of 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. 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 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. Because 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 Town of Gray, its staff, community members, and visitors. This plan provides concepts of operations, guidance, and procedures to ensure that 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:

- Ensure 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 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:** Leadership during an emergency is key. 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 TT&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. **Test, Training, & Exercise (TT&E) Program**: TT&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 an organizations and 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 TT&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 TT&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.

~~Include description of meetings (with examples of topics discussed)~~

- 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.

- 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. Monthly Emergency Management Meetings
 - Situational awareness and updates.
 - b. 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

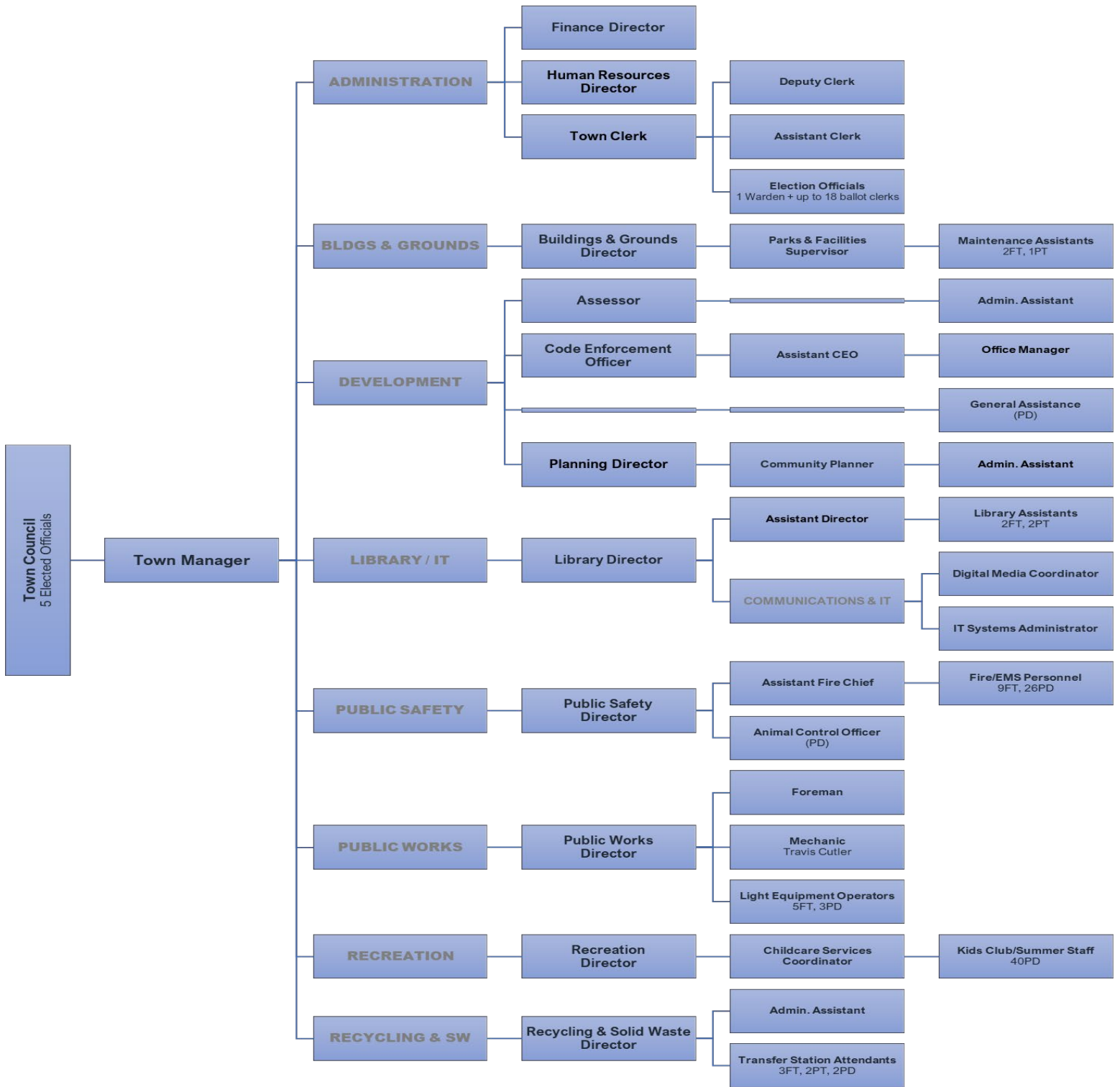
The Town of Gray puts out a monthly newsletter that includes hazard awareness articles. Gray Fire Rescue manages a Facebook page as well as a Twitter feed to make residents aware of ongoing incidents that can create traffic issues as well as seasonal challenges. Gray also hosts an annual Blueberry Festival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

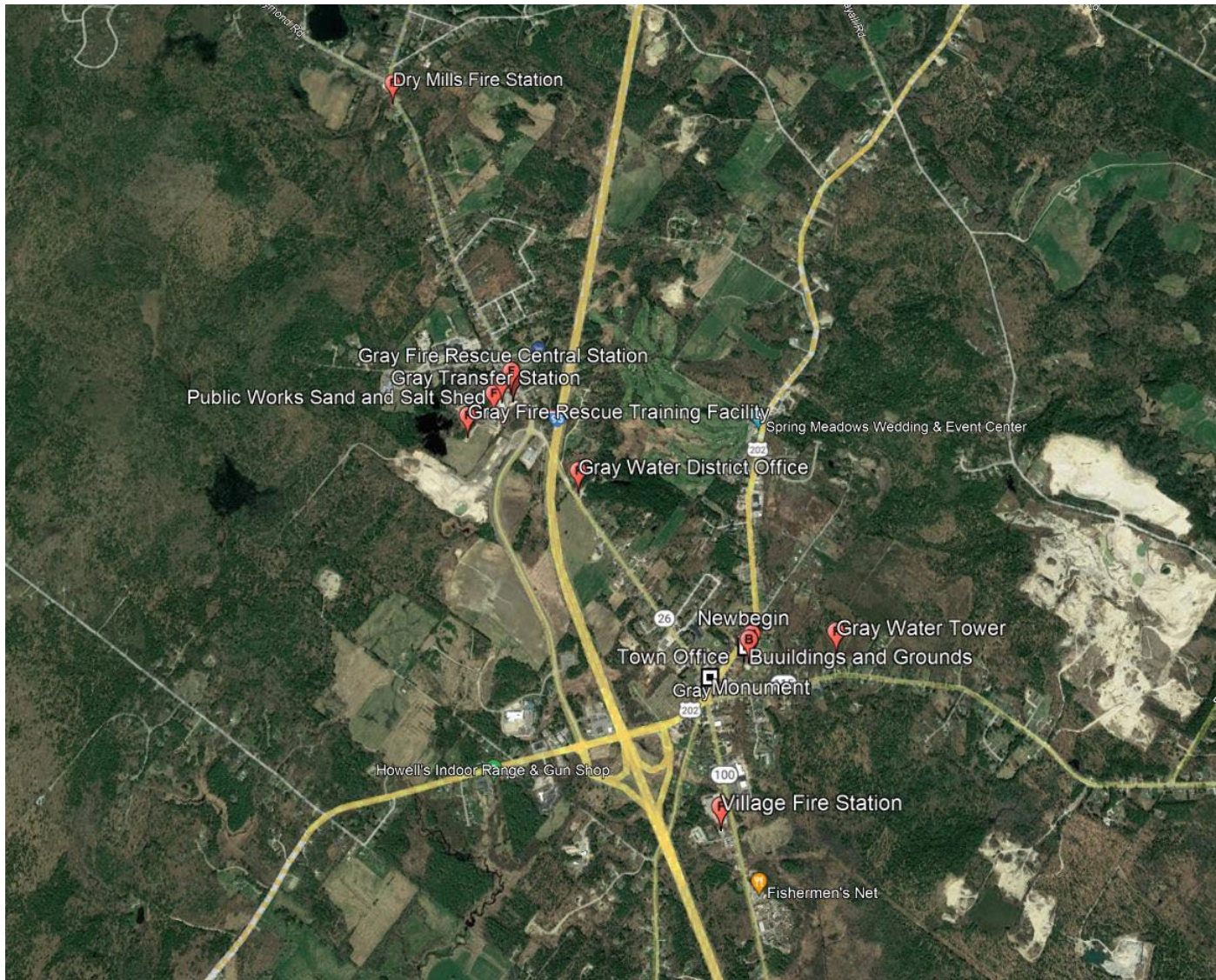
Gray Fire Department conducts CPR trainings throughout the year and also lends out CPR training aids to certified instructors.

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





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. Direct and coordinate response that overlaps departmental lines or requires decisions as to which department(s) will perform various functions.

- d. 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. Emergency Management Director
 - a. The Director shall be the executive head of the Emergency Response Team.
 - b. The Director shall work under the general supervision of the Town Manager, with coordination occurring with the Town Council.
 - c. The Director shall be responsible for the development, maintenance, and promulgation of the Town's Emergency Operations Plan.
 - d. In preparation for and during declared emergencies, the Director may (upon consultation with Town Manager) utilize all Town facilities, personnel and resources to best protect public health, safety and welfare.
 - e. Prepare and update the hazard risk and vulnerability assessment.
 - f. Coordinate and maintain written mutual aid agreements with neighboring towns.
 - g. Provide emergency management training to Town officials, planners, and responders.
 - h. Attend County emergency managers' meetings.
 - i. Complete and report damage assessments to the Cumberland County Emergency Management Agency.
 - j. Complete and submit application for emergency management/disaster funds and grants, as appropriate.
 4. Fire Services
 - a. Responsible for responding to incidents within the municipality, and to those locations that have established 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. 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.

1. 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 of 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.

2. 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. Damage assessment for infrastructure and public facilities
 - iii. Debris and snow clearance on roads and streets
 - iv. Providing equipment, supplies, and personnel as needed
 - v. Supporting traffic control measures – providing signage, detours and barricades

vi. Safety inspections – roads and bridges

Annex B: Operational Phases and Implementation

Five Phases of Emergency Management

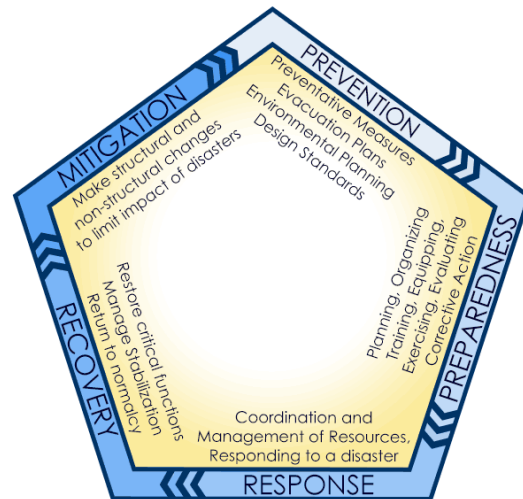
Prevention, mitigation, preparedness, response and recovery are the five steps of Emergency Management.

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.

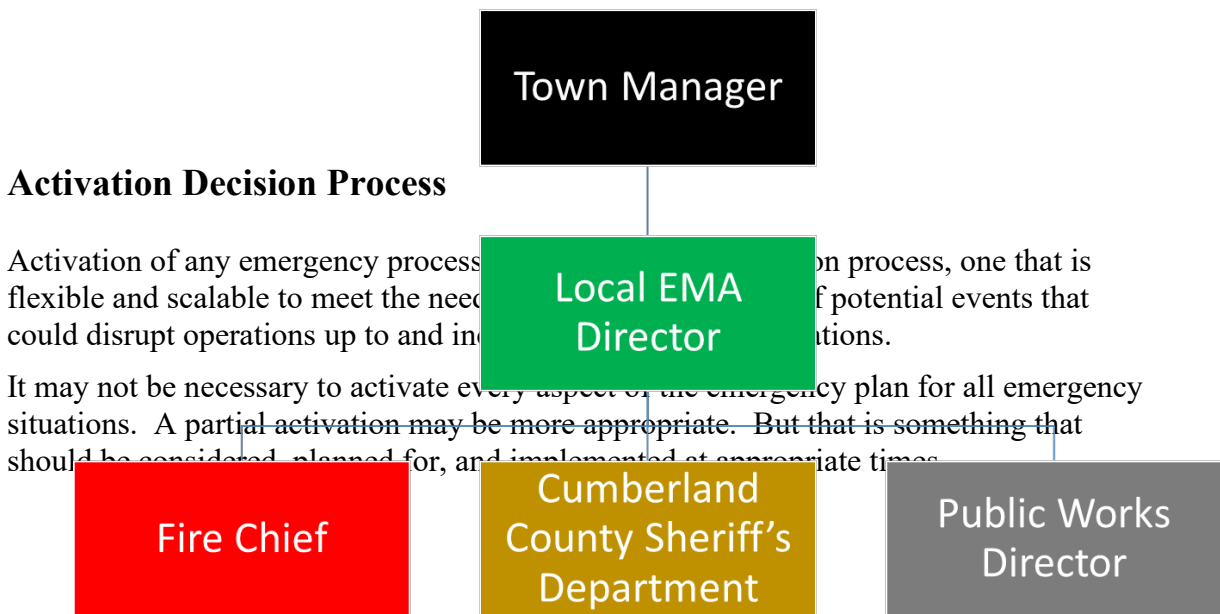
E. Recovery

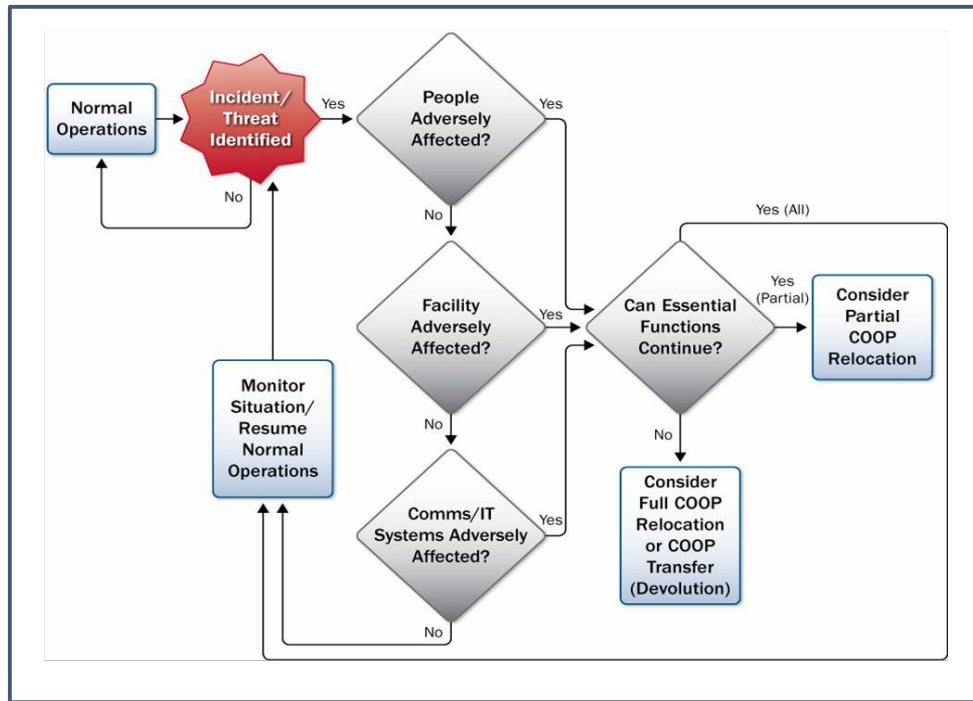
Actions taken to return a community to normal or near-normal conditions, including the restoration of basic services and the repair of physical, social and economic damages. Typical recovery actions include debris cleanup, financial

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 Levels and Triggers

For any emergency, there are a number of factors that 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 aware of plan activation and/or relocation

Implementation Options

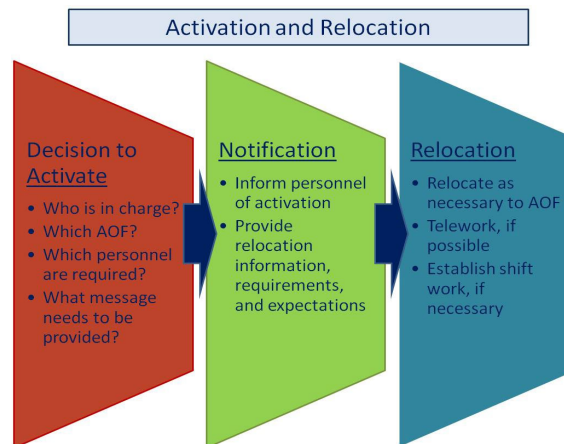
The expected response to any event that disrupts operations can be divided into the three basic categories described below. It should be noted that in some situations, the best response may involve a combination of these options and, as always, extensive use of the telework option will provide additional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

Figure A-8. 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 will be notified utilizing the following means:
 - Vigilance
 - Word of mouth
 - Phone Tree
 - Email
 - Radio
- Off-Duty Staff:
- Off-Duty Staff: Off-duty staff will be notified utilizing the following means:
 - Phone TreeEmail

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 home 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. Organizations develop situation reports to provide situational awareness to allow leaders to make informed decisions on issues concerning the performance of the municipality's critical functions. The reports are then distributed to outside organizations, with appropriate need-to-know, to inform them of the status of the municipality's response. 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 Threat and Hazard Identification and Risk Assessment (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.

Threats and Hazards - Natural	Likelihood 1=Low 2=Medium 3=High	Significance 1=Low 2=Medium 3=High	Visibility Local Regional National	Vulnerability Percentage of population likely to be affected 1=<1% affected 3=1-10% affected 5=>10% affected	Critical infrastructure or key resources that may be affected.
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.

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Annex E: Hazard Mitigation Plan

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- 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.

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. Possible locations to set these up:
 - MSAD-15 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)

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.

Order of Succession for Manager
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 is dependent on the availability of robust and effective communications systems. An organization’s ability to execute its essential functions is dependent upon 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		

	Telephone	Facsimile	Wired Internet Access	Wireless Network Access	Telephone Conferencing	Video Conferencing	Amateur Radio Network	Mobile Telephone	CB Radio	Government Emergency Telecommunications Service	Wireless Priority Service	Telecommunications Service Priority	Physically Diverse Data Networks	Emergency Power
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
 - Facsimile
- Data Networks, Email, and Scanning
 - Wired Internet Access – Otelco
 - 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.

3. 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.

Gray/New Gloucester High School

Regional Shelter Survey

July 20, 2021

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:

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

Contact Information

Diane Boucher dboucher@sad15.org 657-9202

Jason Martel 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.

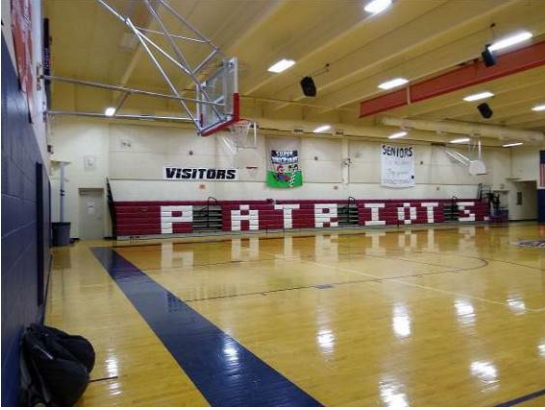
**M. First Aid/Health Services**

- 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.

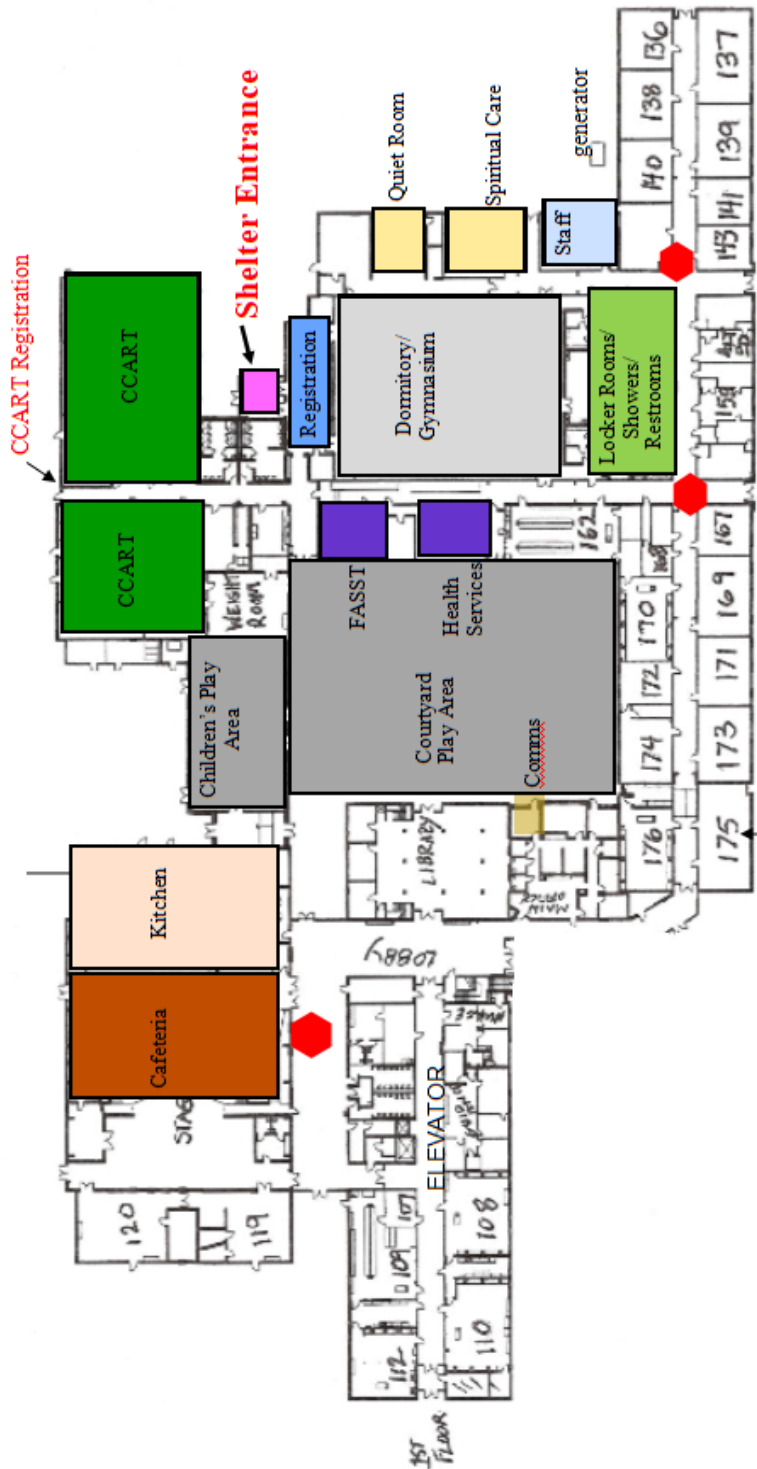


Annex I: Emerging Infectious Disease Considerations

Any considerations for how the municipality would alter operations due to an emerging infectious disease incident, should be detailed here.

Discussions should include:

- Social distancing
- Use of remote work options
- Automation of processes to limit contact



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

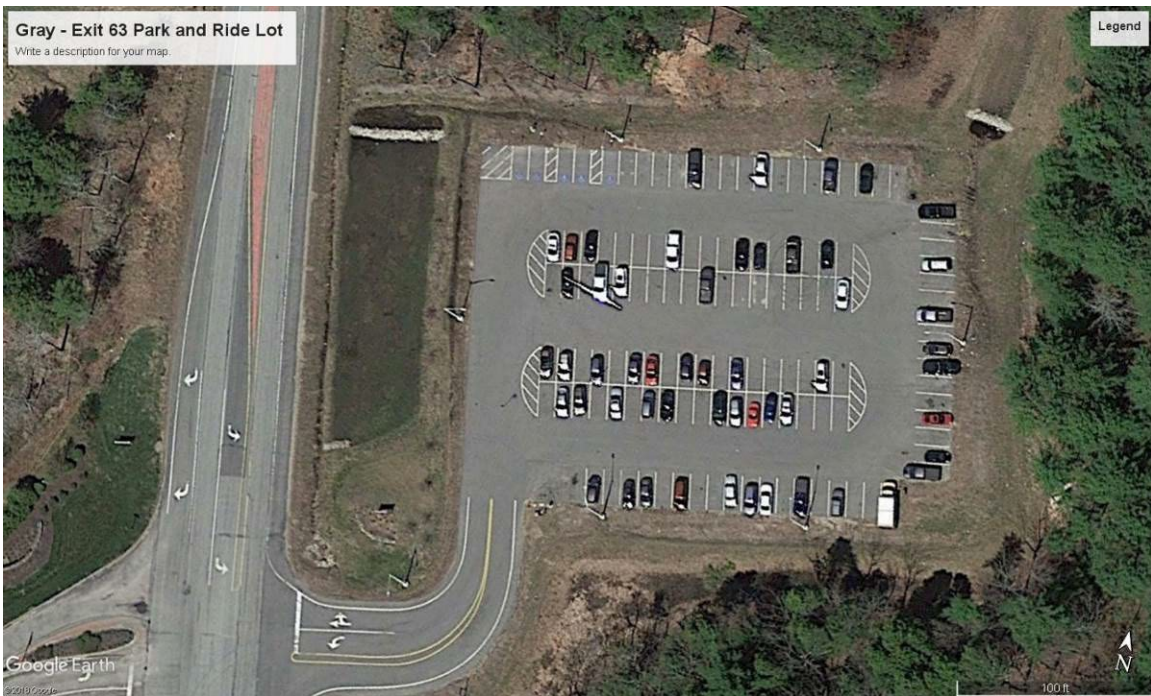
Commodity Distribution

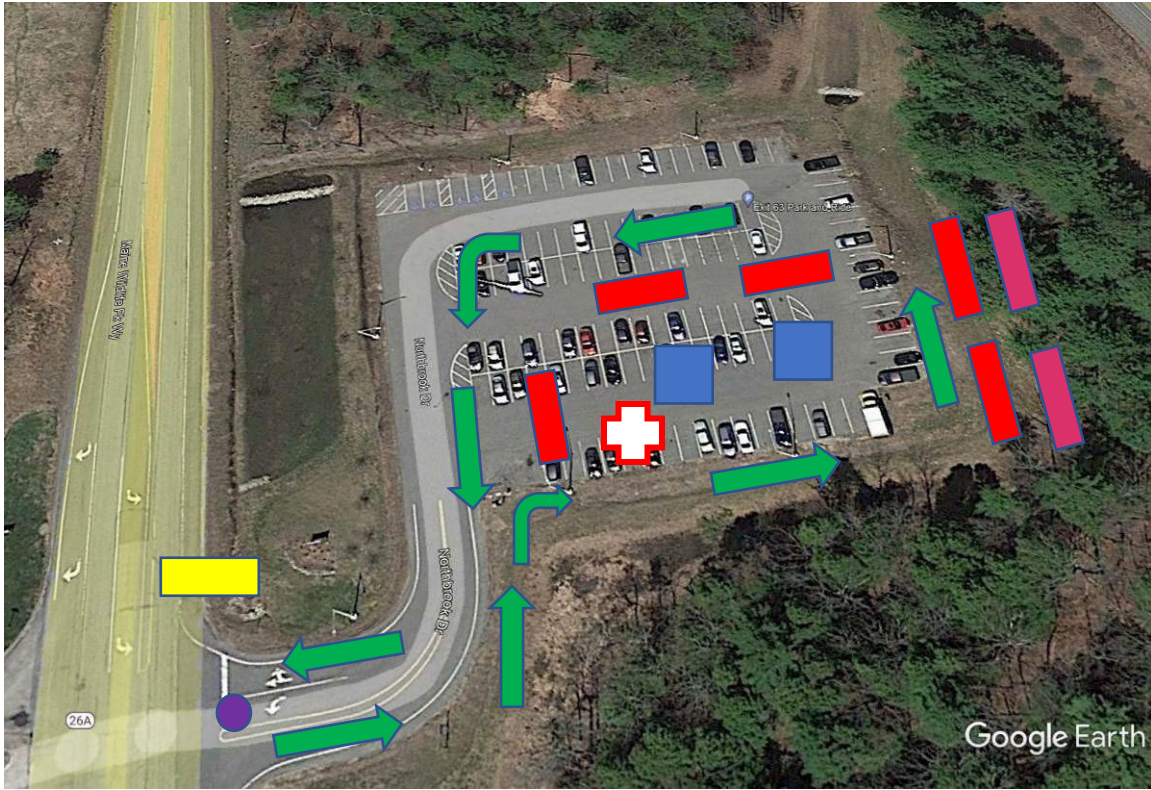
Commodity Distribution

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: Test, Training, and Exercise (TT&E) Program

An effective TT&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 TT&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 TT&E activities will be used to modify/update plans and procedures, to ensure the safety of patients and personnel, and then retested during subsequent TT&E activities.

Elements of the TT&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.



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.

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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
BIA	Business Impact Analysis
CAP	Corrective Action Program
CFR	Code of Federal Regulations
CMH	Central Maine Healthcare System
HAZMAT	Hazardous Materials
HICS	Healthcare Incident Command System
HVAC	Heating, Ventilation, & Air Conditioning
IC	Incident Commander
IT	Information Technology
PIO	Public Information Officer
POC	Point of Contact
SIP	Shelter-in-Place
THIRA	Threat and Hazard Identification and Risk Assessment
TT&E	Test, Training, & Exercise
U.S.C.	United States Code

Glossary

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

Alternate Care 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.

Test, Training, and Exercises (TT&E) – Activities designed to familiarize, impart skills and ensure viability of emergency response plans. TT&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

Town of Gray



Comprehensive Emergency Operations Plan

Version 1.1
January 2023

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: _____
By: _____
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	3/15/2022	Initial EOP Develop and submitted to town council for approval	ALL
1.01	2/16/2023	Annual Revision	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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Table of Contents

<i>I.</i>	<i>Purpose</i> _____	<i>1</i>
<i>II.</i>	<i>Municipality Profile</i> _____	<i>1</i>
<i>III.</i>	<i>Applicability</i> _____	<i>1</i>
<i>IV.</i>	<i>Security</i> _____	<i>2</i>
<i>V.</i>	<i>Plan Maintenance and Distribution</i> _____	<i>2</i>
<i>VI.</i>	<i>Policy and Background</i> _____	<i>2</i>
<i>VII.</i>	<i>Planning Objectives and Assumptions</i> _____	<i>2</i>
<i>VIII.</i>	<i>Resilience Capability Elements</i> _____	<i>3</i>
<i>A.</i>	<i>Risk Management</i> _____	<i>3</i>
<i>B.</i>	<i>Response Options</i> _____	<i>3</i>
<i>C.</i>	<i>Hazard Mitigation</i> _____	<i>4</i>
<i>D.</i>	<i>Continuity of Operations Planning Elements</i> _____	<i>4</i>
<i>E.</i>	<i>Hazardous Materials (HAZMAT) Response</i> _____	<i>5</i>
<i>F.</i>	<i>Emerging Infectious Diseases (EID) Considerations</i> _____	<i>5</i>
<i>G.</i>	<i>Point of Distribution (POD) Planning</i> _____	<i>5</i>
<i>H.</i>	<i>Reconstitution/Recovery</i> _____	<i>5</i>
<i>I.</i>	<i>Training, & Exercise (T&E) Program</i> _____	<i>5</i>
<i>IX.</i>	<i>Operational Phases and Implementation</i> _____	<i>6</i>
<i>X.</i>	<i>Roles and Responsibilities</i> _____	<i>6</i>
<i>XI.</i>	<i>Coordination Meetings (Internal & External)</i> _____	<i>7</i>
<i>XII.</i>	<i>Outreach Program Participation</i> _____	<i>8</i>
<i>XIII.</i>	<i>Points of Contact</i> _____	<i>8</i>
<i>Annex A:</i>	<i>Municipality Organization</i> _____	<i>A-1</i>
<i>Annex B:</i>	<i>Operational Phases and Implementation</i> _____	<i>B-1</i>
<i>Annex C:</i>	<i>Risk Management</i> _____	<i>C-1</i>
<i>Annex D:</i>	<i>Response Options</i> _____	<i>D-1</i>
<i>Annex E:</i>	<i>Hazard Mitigation Plan</i> _____	<i>E-1</i>
<i>Annex F:</i>	<i>Continuity of Operations Plan</i> _____	<i>F-1</i>
<i>Annex G:</i>	<i>Hazardous Materials (HAZMAT) Response Plan</i> _____	<i>G-1</i>
<i>Annex H:</i>	<i>Mass Care Considerations</i> _____	<i>H-1</i>
<i>Annex I:</i>	<i>Emerging Infectious Disease Considerations</i> _____	<i>I-1</i>

Annex J: Point of Distribution (PoD) Structure _____ *J-1*
Annex K: Reconstitution/Recovery _____ *K-1*
Annex L: Training, and Exercise (T&E) Program _____ *L-1*
Annex M: Glossary & Acronyms _____ *M-1*
Annex N: Authorities and Resources _____ *N-1*

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; a NOAA National Weather Service Forecast Office, which issues forecasts and severe weather warnings for New Hampshire and Maine; a Maine Forest Service office; and, Maine State Police Troop B.

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 orderly 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 but 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 Emergency Management Director:**
 - a. The Director shall be the executive head of the Emergency Response Team.
 - b. The Director shall work under the general supervision of the Town Manager, with coordination occurring with the Town Council.
 - c. The Director shall be responsible for the development, maintenance, and promulgation of the Town's Emergency Operations Plan.
 - d. In preparation for and during declared emergencies, the Director may (upon consultation with Town Manager) utilize all Town facilities, personnel and resources to best protect public health, safety and welfare.
 - e. Prepare and update the hazard risk and vulnerability assessment.
 - f. Coordinate and maintain written mutual aid agreements with neighboring towns.
 - g. Provide emergency management training to Town officials, planners, and responders.
 - h. Attend County emergency managers' meetings.
 - i. Complete and report damage assessments to the Cumberland County Emergency Management Agency.
 - j. Complete and submit application for emergency management/disaster funds and grants, as appropriate.
- 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.

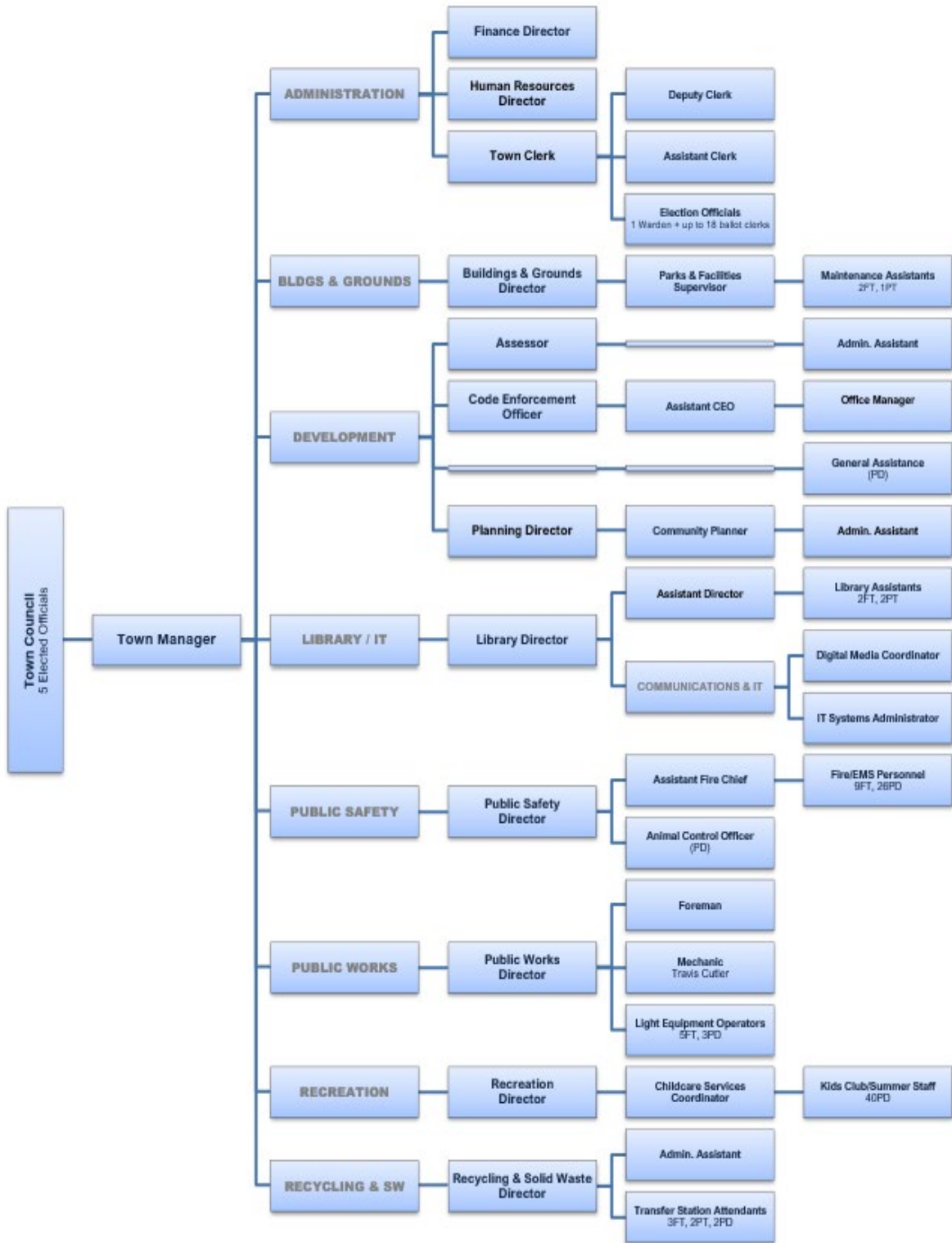
Gray also hosts an annual Blueberry Festival that is attended by Fire Department employees as well as members from the Cumberland County EMA to distribute safety materials and answer questions.

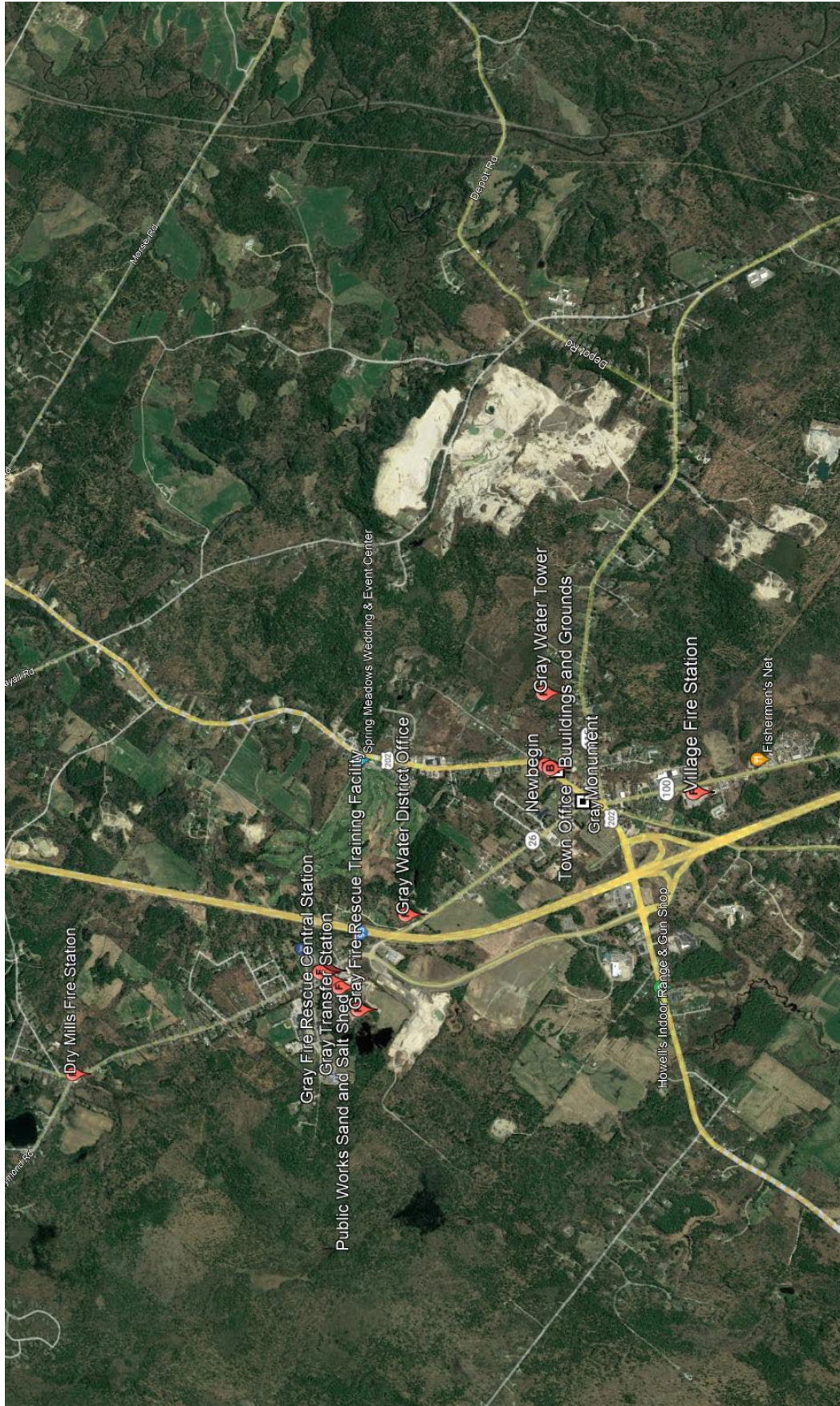
Gray Fire Department conducts CPA trainings throughout the year and also lends out CPR training aids to certified instructors.

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





A-2

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. Provide 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. Emergency Management Director
 - a. The Director shall be the executive head of the Emergency Response Team.
 - b. The Director shall work under the general supervision of the Town Manager, with coordination occurring with the Town Council.
 - c. The Director shall be responsible for the development, maintenance, and promulgation of the Town's Emergency Operations Plan.
 - d. In preparation for and during declared emergencies, the Director may (upon consultation with Town Manager) utilize all Town facilities, personnel and resources to best protect public health, safety and welfare.
 - e. Prepare and update the hazard risk and vulnerability assessment.
 - f. Coordinate and maintain written mutual aid agreements with neighboring towns.
 - g. Provide emergency management training to Town officials, planners, and responders.
 - h. Attend County emergency managers' meetings.
 - i. Complete and report damage assessments to the Cumberland County Emergency Management Agency.
 - j. Complete and submit application for emergency management/disaster funds and grants, as appropriate.

4. 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.
- b. Gray has no municipal police force and relies on contracted services from the Cumberland County Sherriff's Office for local law enforcement and policing.

-
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.

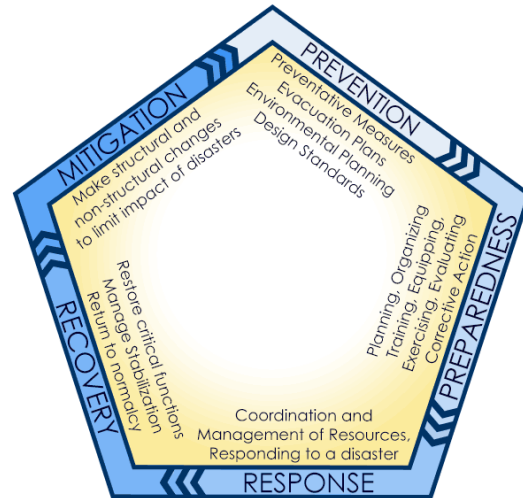
D. Response

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.

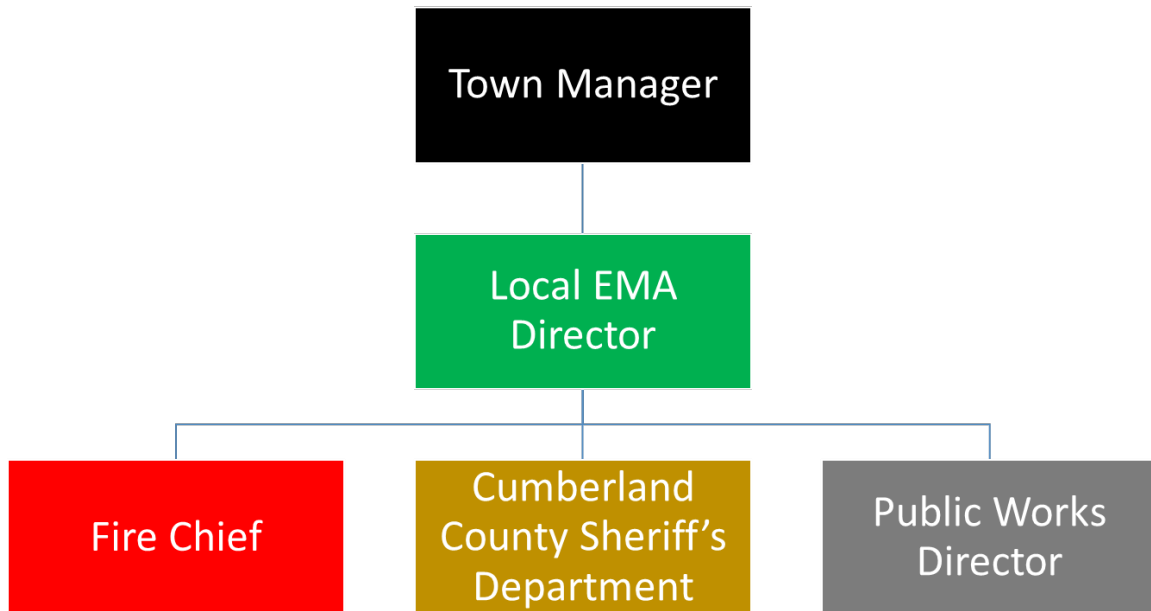
E. Recovery

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.

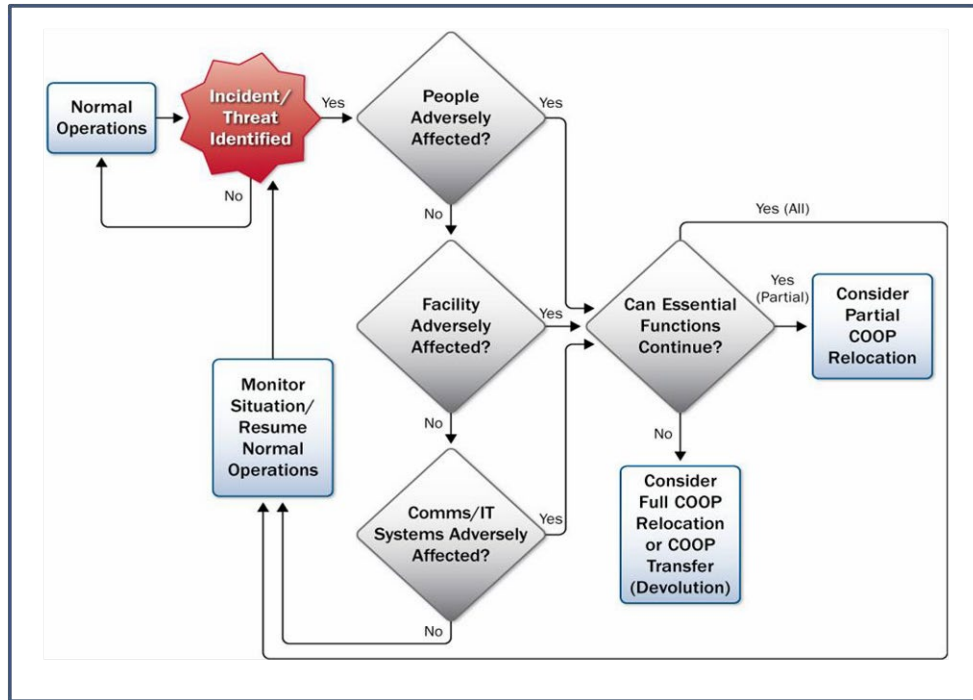


Activation Decision Process

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

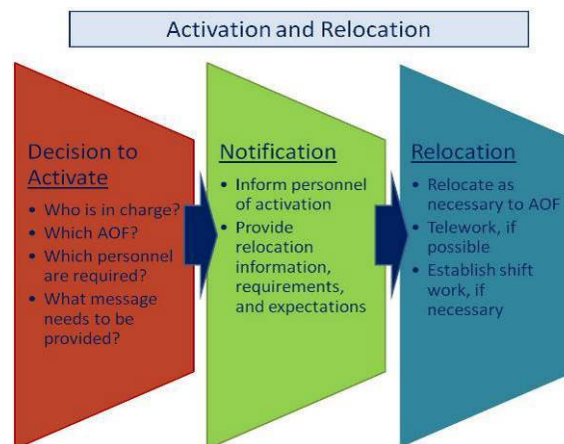
The expected response to any event that disrupts operations can be divided into the three basic categories described below. It should be noted that in some situations, the best response may involve a combination of these options and, as always, extensive use of the telework option will provide additional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

1. 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.

a. The schedule of situation report dissemination will be based on the event. During an evolving event the reports will be made at the beginning of each operational period. This will coincide with the transfer of command situation report.

b. Once the situation has stabilized, the report frequency may be altered with the agreement of all parties.

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.

Threats and Hazards - Natural	Likelihood 1=Low 2=Medium 3=High	Significance 1=Low 2=Medium 3=High	Visibility Local Regional National	Vulnerability Percentage of population likely to be affected 1=<1% affected 3=1-10% affected 5=>10% affected	Critical infrastructure or key resources that may be affected.
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; Town of Cumberland
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-15 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.

Order of Succession for Manager
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	Mobile Telephone	CB Radio	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 – GoNet Speed
 - Wireless Internet Access – GoNet Speed 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.

2. 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 a cooling or warming center.

If overnight accommodations are required, then a regional shelter will be activated.

To view the current Regional Shelter Plan [Click Here](#)

Annex I: 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

The Primary Location will be the MTA Park and Ride located on the Wildlife Parkway (Route 26A) in Gray.

Activation Triggers.

1. Any large-scale event that has the potential to create supply chain disruptions will trigger the initial planning for a PoD.
 - a. Place signage at the Park and Ride indicating that the Park and Ride will be closed to commuters on a specific date.
 - b. Coordinate with law enforcement to notify the owners of vehicles in the lot that they will have to be moved by a date of two days before supplies are expected to arrive.
 - c. Tow any remaining vehicles using a local towing agency(s) with the understanding that the vehicle owners will be able to pick up their vehicle at no charge to them.
 - d. The Town of Gray will reimburse the tow company(s).

Community Assignments

1. The Local EMA director will activate the American Legion to staff the PoD

PoD Site Schematics and Procedures

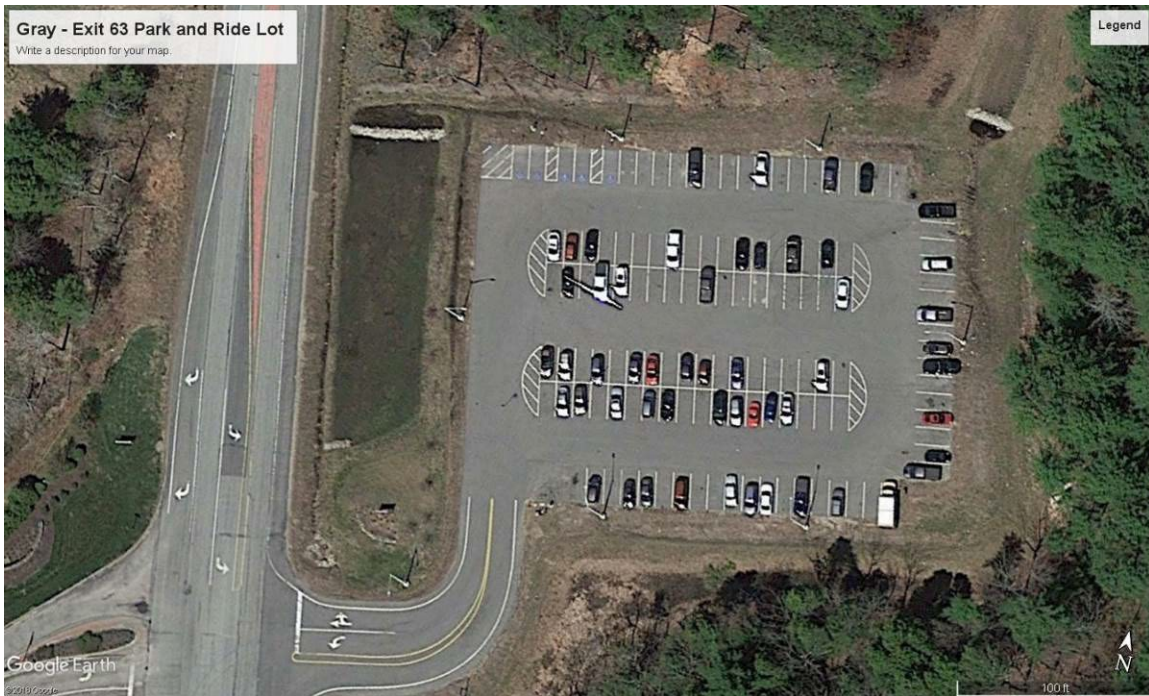
Commodity Distribution

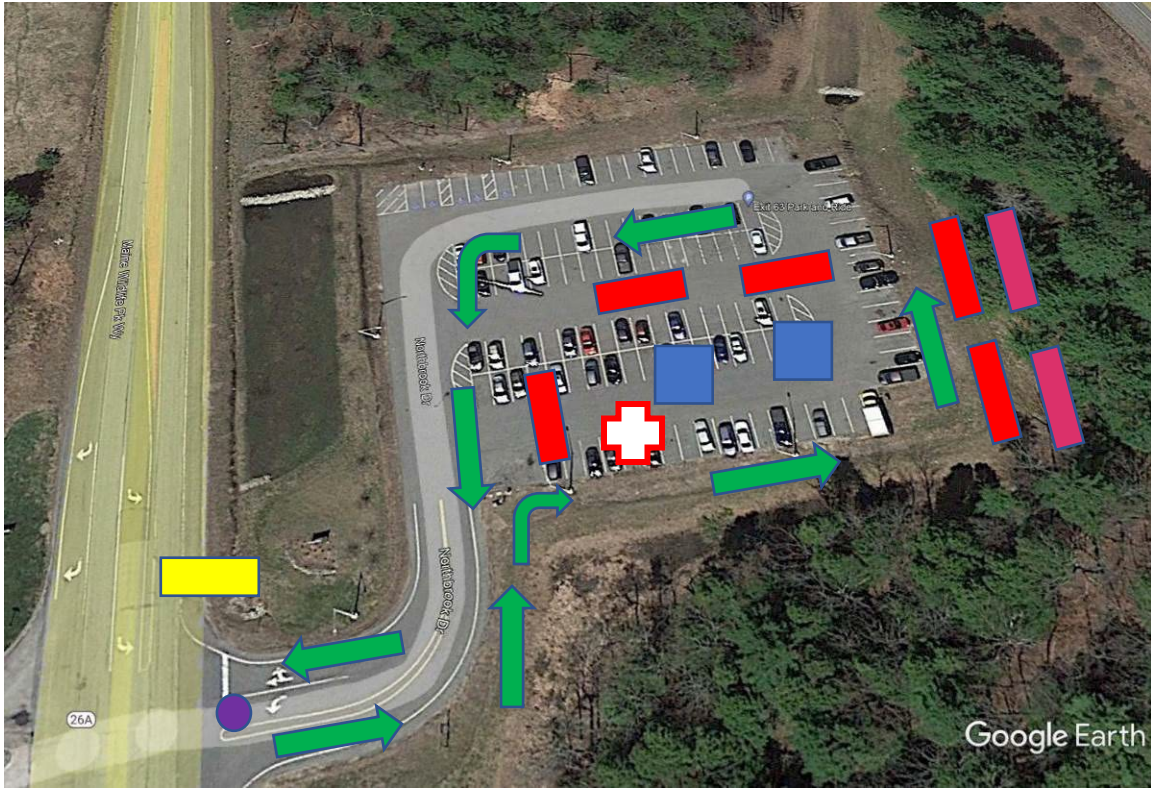
Commodity Distribution

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