



A G E N D A
MEETING - Public Safety Subcommittee
Via Remote Video and Teleconference

Tuesday, October 13, 2026
11:00 AM

Meeting Format

This meeting will be conducted via remote video and teleconference pursuant to 1 MRSA §403-B (2) (D) and section 6 of the Sanford City Council Rules of Procedure.

Members of the public may join the meeting by phone by dialing 1 (929) 205-6099 using Meeting ID 834 7796 8060 and Password 442556, or via computer at <https://us02web.zoom.us/j/83477968060?pwd=kRoXhc2z5a6N7YIZ3bL8KxdO3URC2Z.1> . Members of the public may also submit comments by using the form on the City's Website under Government/City Council/Contact the Council.

This is a work session of the “Sanford City Council” and not a business meeting of the City Council. The meeting is open to the public but is not a public hearing. The Chairperson shall conduct the work session with the Committee Members and may elect to call upon the public in attendance for either questions or to obtain input and information. All work products will be developed by consensus and forwarded as advisory to the full Council for any matter warranting legislative action by the City Council at a business meeting so posted and assembled.

Administration

26-258-01 Sanford Emergency Management Update

Dispatch

26-322-01 SRCC Public Safety Meeting PowerPoint

Fire Department

26-321-01 Sanford Fire Department October Update

Public Works

25-140-01 DPW Public Safety: Review for September

Public Comments

Memo



Number: 26-258-01
To: Public Safety Subcommittee
From: Michelle LaBree, Assistant City Manager
Date: 2026-10-13
Subject: Sanford Emergency Management Update

RECOMMENDATION

Provide update on the city's Emergency Management activities to date.

Background Information:

Legal Review Status:

N/A

Administrative or Department Review:

Financial Impact or Review:

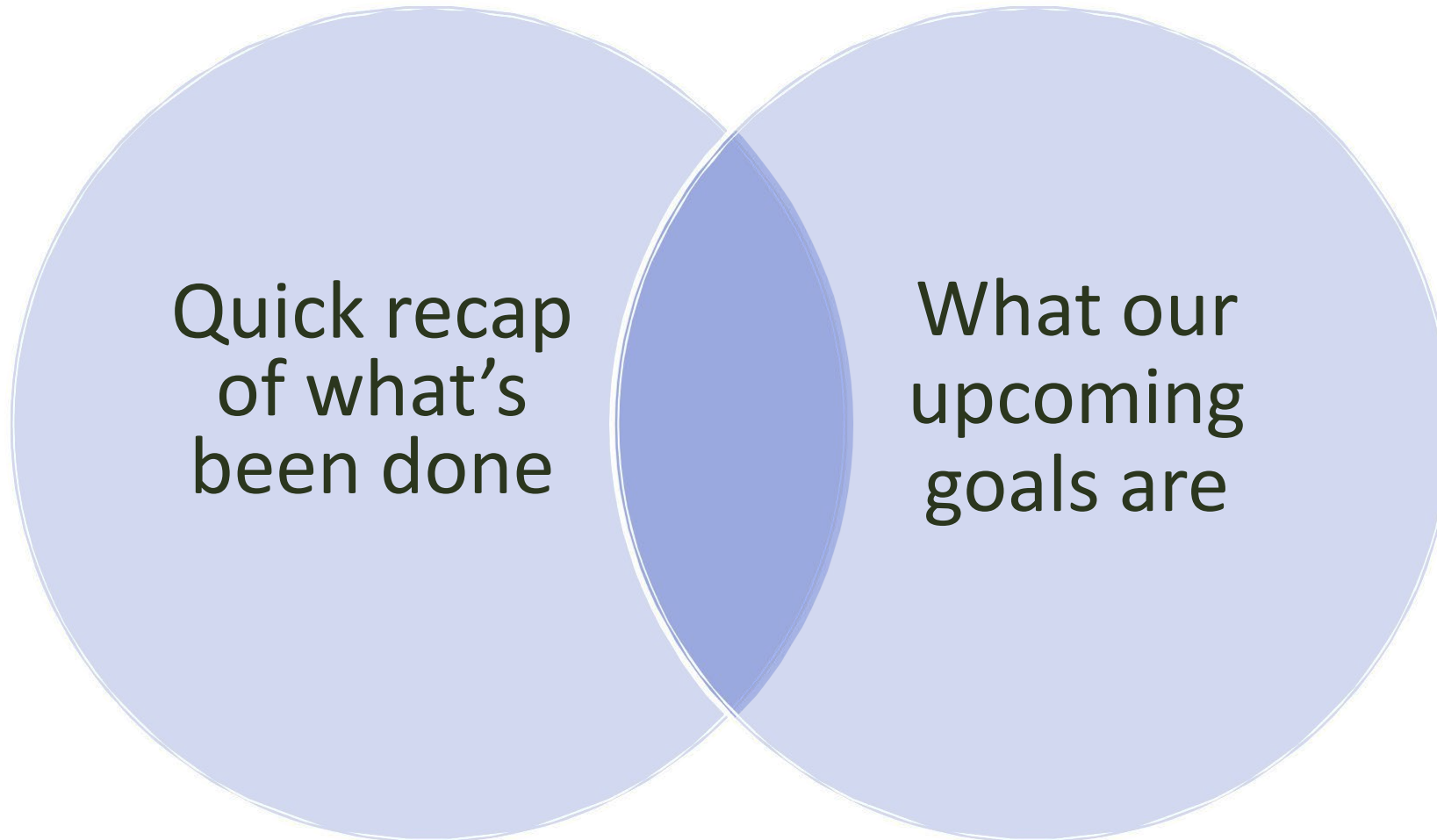
ATTACHMENT(S):

[EMA Update PS Sub Committee 10.2026.pdf](#)

EMERGENCY MANAGEMENT UPDATE

October 6, 2026

Why Are We Here Today?





Before we dive in, let's briefly talk about why we need to do "Emergency Management"...

(Office of the Revisor of Statutes, 2020)

What is Emergency Management?



- “The managerial function charged with creating the framework within which communities reduce vulnerability to threats/hazards and cope with disasters” (IAEM, 2023).
- 4 phases of emergency management (now 5- Prevention)



Title 37-B for Local EM



- Every municipality in Maine must have an EMA
- Each municipality must appoint an EMA Director

Responsibilities for Local EM Director

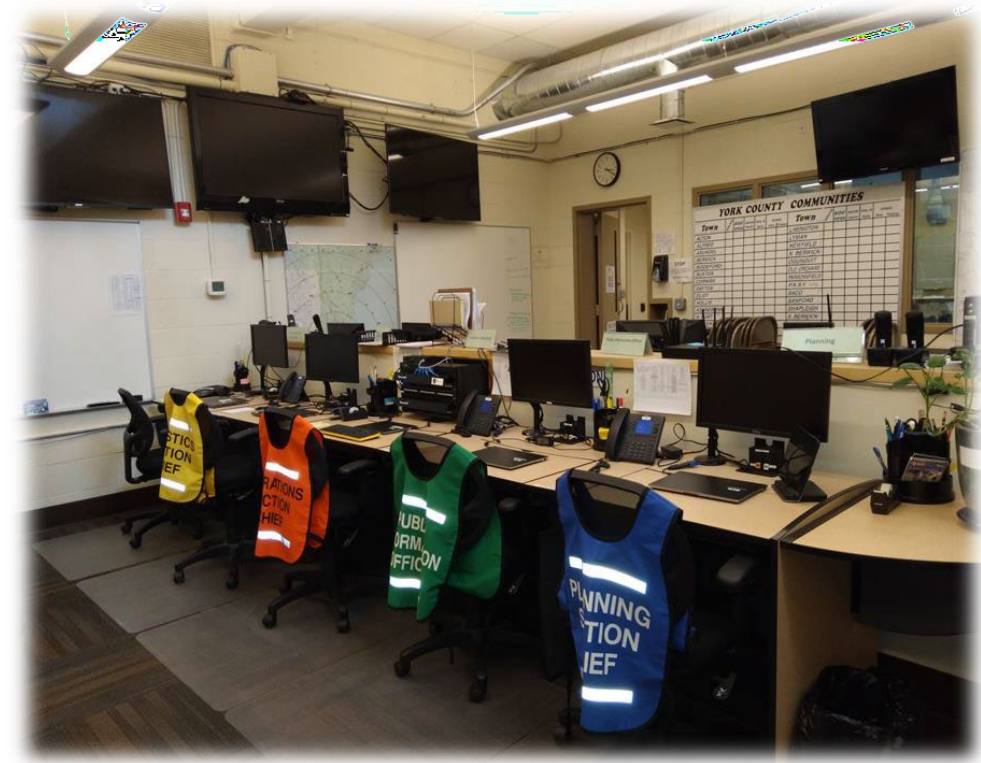


- Facilitate cooperation in the work of disaster mitigation, preparedness, response, and recovery
- Hazard identification and analysis
- Serve as a liaison to the county or regional agency
- Shall prepare and keep current emergency plan
 - Approved by governing body
 - Includes public, private, and other relevant entities in the jurisdiction
 - Based on hazards in the jurisdiction

Emergency Operations Center



- Central command and control facility to collect, analyze, and disseminate info, support resource requests, and coordinate activities and plans
- How often we activate?
- How do we activate?
- Who responds?
- Do we test?





The Initial Focus

Evaluation of current program in Sanford:

- Met w/ York County EMA
- Emergency Operations Plan
- Mutual Aid Agreements
- Resource Lists

Where are we at? What are the gaps? What should the areas of focus moving forward be?



What's been done so far..

- Initial Outreach to Public Safety Chiefs (Meeting 11/2025)
- Re-location (temporarily) of EOC to the PD
 - Drill 8/2026 testing radio communications
- Emergency Management Training
 - Basic: Who, What, Why...
- Implementation of RAVE (Mass Notification)
- Preparedness Activities: YMCA & Trafton Center
- Healthy Living Expo
- Red Cross- Disaster Services

Backup Dispatch Center at York EMA

PRE-DISASTER PLANNING

A prepared alternate location gives dispatch a place to continue critical operations if the primary center is unavailable.

Continuity of Operations (COOP)

Current capability

- Radios are in place
- Computers are available
- York EMA provides the backup dispatch location

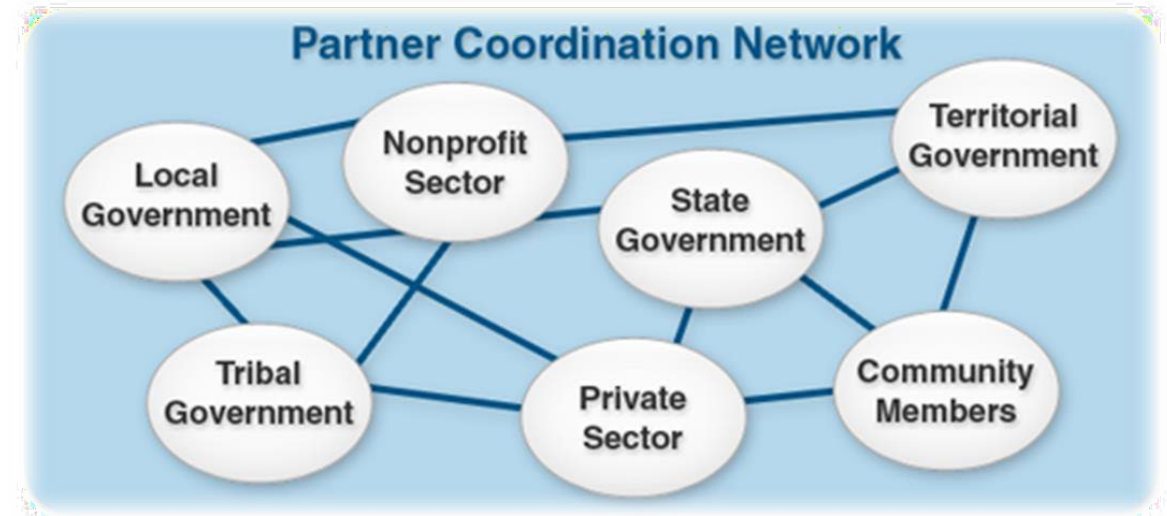
Next step

We are working on ordering the equipment needed to establish phone capability at the backup center.

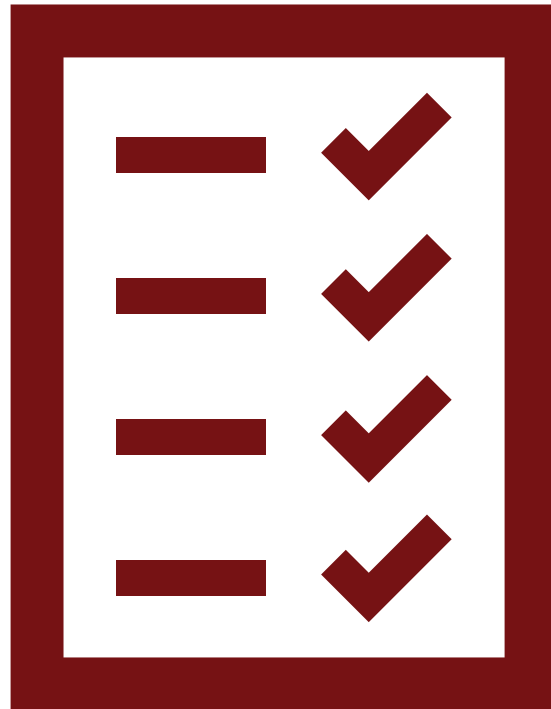
Upcoming goals...



- Build relationships with community partners
- Internal Training for departments:
 - Response & Recovery
- Create a working group to update the Emergency Plan (2012)
- Continue to expand EOC and test abilities
- Expand on local preparedness to employees & community.



Examples of Preparedness



- Plans
- Public education
- Alert and warnings
- Media
- Situational awareness
- Hazard identification
- Training and exercise

Preparedness Local Actions



- Ensure EOP is updated
- Develop public messaging campaign (RAVE)
- Determine best way to receive and send alerts and warnings
- Explore idea for outreach and preparedness programs
- Educate public on preparedness (hazards, plan, kit, EMA, sheltering, actions)
- Be familiar with and educate on EPCRA Laws
- Offer training and exercises

Examples of Local Plans



- Municipal EOP
- Sheltering plan
- Site specific plans
- Continuity of operations plan
- Hazard Mitigation Plan
- Traffic control
- Radiological
- SOPs



State of Maine

Emergency Operations Plan

Comprehensive Emergency Management Plan - Volume II



October 2025

If Nothing Else...



- Strong municipal relationships
- Volunteer teams via County EMA
- Alerts and warnings
- Preparedness
- EOP
- Shelters
- Finances
- Relationship with neighboring towns and county

Thank You
Questions?

Memo



Number: 26-322-01
To: Public Safety Subcommittee
From: Darcy Valido, Dispatch Director
Date: 2026-10-13
Subject: SRCC Public Safety Meeting PowerPoint

RECOMMENDATION

SRCC Public Safety Meeting PowerPoint

Background Information:

Legal Review Status:

N/A

Administrative or Department Review:

Financial Impact or Review:

ATTACHMENT(S):

[PSC - September 2026.pdf](#)

Sanford RCC





September CAD Calls:



A portion of calls activity for the month of September. A total of 10,083 calls processed that required police, fire, or medical services.

**Motor Vehicle
Stops**

1,465

**911 Hang-ups,
misdials, open lines**

320

**Traffic Accidents
W/out injury**

188

**Traffic Accidents
W/injury**

57

**Mental Health Calls/
Mental Health Support**

105



September Dispatcher Call Volume

11,109



**Incoming and outgoing
business-line calls.**

2146



**911 calls
answered**

370



**Hours spent on
business lines alone
during September.**



That is the equivalent of one person being on the phone continuously for more than 15 straight days.





Exploring Options to Reduce Non-Emergency Call Volume

We're researching practical ways to guide callers to the right resource while preserving dispatcher capacity for urgent needs.



Phone tree / call routing



Direct common non-emergency requests to the appropriate information or department.



Light AI guidance



Help callers find answers or next steps for non-emergency situations before reaching a dispatcher.



The goal is to reduce avoidable workload for dispatchers while keeping emergency response focused and accessible.

CAD Conversion Update: IMC to Motorola Flex



The transition to the Motorola Flex computer-aided dispatch (CAD) system is officially in full swing.



Approximately 140 law enforcement officers and deputies from partner agencies trained during the final weeks of September and the first week of October.



Why It Matters & Operations Support

Training gives responders hands-on experience with Flex, building confidence and improving how information is entered and shared with dispatch.

SRCC administrative staff attended each class to provide operational support, answer questions, and troubleshoot issues throughout the training.



As we move forward with our newest projects, SRCC remains focused on improving service for the public while giving responders and dispatchers the tools, support, and information they need to work effectively.



Thank You

Memo



Number: 26-321-01
To: Public Safety Subcommittee
From: Richard Smith
Date: 2026-10-13
Subject: Sanford Fire Department October Update

RECOMMENDATION

Background Information:

A review of recent meetings, hiring, and direction from the department.

Legal Review Status:

Administrative or Department Review:

Financial Impact or Review:

ATTACHMENT(S):

[October 26 PSSC SFD.pdf](#)

BUILDING THE NEXT PHASE

EMSFSS • Orientation • Shift Leadership

A coordinated approach to field EMS leadership, employee development, and cross-shift operational consistency

Why these three initiatives belong together

One system, three levers

1

EMSFSS / Car 8

Adds field EMS leadership, clinical support, system coordination, and complex-incident medical command capacity.

2

Orientation

Creates a consistent first-three-weeks experience with defined learning objectives, competencies, and sign-offs.

3

Shift Captains

Aligns expectations for staffing, readiness, training, accountability, communications, and the EMS response model.

EMSFSS / Car 8: why the role was created

- Keep experienced paramedic leadership available without automatically committing another transporting ambulance.
- Provide real-time clinical support for high-acuity, complex, or resource-intensive EMS calls.
- Create a field link among operations, training, QA/QI, administration, and medical leadership.
- Improve consistency across shifts through coaching, coordination, and shared operational expectations.

THE ROLE

Field supervisor
Clinical resource
System coordinator
Educator & coach
QA/QI resource
Medical incident leader

Command clarity: complementary roles, not competing roles

SHIFT CAPTAIN

- Overall shift command
- Personnel and staffing
- Apparatus / station readiness
- Department-wide operational priorities
- Incident authority within the command structure

EMSFSS / CAR 8

- Assigned EMS operations
- Clinical coordination and support
- Modified EMS response / resource coordination
- EMS coaching and field development
- Medical command on designated complex incidents

Patient-care responsibility remains with the treating provider.

EMSFSS build-out: from position to program

1

Authority & response matrix

Define when Car 8 responds, leads, supports, or remains available.

2

Workflow

Standardize dispatch, communications, documentation, handoffs, and follow-up.

3

Equipment

Finalize vehicle, clinical equipment, medications, technology, and readiness checks.

4

QA/QI + training

Create the feedback loop between field performance, education, and improvement.

5

Competency

Use task books, scenarios, and clear qualification expectations for assigned personnel.

6

Review cycle

Pilot, capture issues, and use 30/60/90-day reviews to refine the model.

Orientation: moving from exposure to demonstrated readiness

OLD RISK

Orientation can become a checklist of places visited and topics mentioned.



NEW MODEL

A structured progression with objectives, practice, evaluation, documentation, and accountability.

The goal is not simply completion. The goal is a predictable baseline of operational readiness before field integration.

The revised three-week orientation framework

WEEK 1

Administrative Orientation

Organization • culture • HR •
policies • station routines

WEEK 2

Operations Orientation

Stations • apparatus • equipment
• response procedures

WEEK 3

Field Integration

Supervised application •
competency checks • readiness
to enter probation

Successful completion of orientation becomes the gateway into the structured probationary training program.

What changes for company officers

- Clearer learning objectives: officers know what the employee is expected to learn and demonstrate.
- Standardized checklists and sign-offs: progress is visible and transferable across shifts.
- Earlier identification of gaps: remediation can begin before weaknesses become habits.
- More consistent coaching: recruits receive the same core expectations regardless of assignment.
- Documented progression: orientation connects directly to the twelve-month probationary development program.

OFFICER ROLE

Teach
Observe
Coach
Document
Correct
Confirm readiness

Shift Captain meeting: operational alignment

1

Staffing & deployment

How resources are assigned and adjusted across the shift.

2

Command & accountability

Who owns which decisions and how issues are elevated.

3

EMS / Car 8 response

How the modified response model functions in daily operations.

4

Readiness

Apparatus, equipment, station, and personnel expectations.

5

Training & probation

Consistent officer involvement in development and evaluation.

6

Communication

Cross-shift handoffs, project updates, and follow-through.

What the captain meeting is intended to produce

COMMON EXPECTATIONS

Same standard. Same language. Same follow-through.

- Defined ownership for recurring operational issues
- Reliable handoff of unresolved items between shifts
- Shared expectations for EMSFSS utilization
- Consistent orientation and probationary coaching
- Action items with owners, deadlines, and review

The meeting is less about adding rules and more about reducing variation.

How the pieces reinforce one another



Recruit development → officer accountability → real-time operational support → feedback into training and standards

Near-term implementation priorities

30

First 30 days
Finalize EMSFSS response/authority matrix.

Publish orientation schedule and sign-offs.

Confirm captain communication and handoff process.

60

By 60 days
Run the EMSFSS model in the field.

Collect officer and provider feedback.

Audit orientation documentation for consistency.

90

By 90 days
Review utilization and operational friction.

Adjust workflows and training.

Set recurring captain/EMSFSS review cadence.

Measure success by clarity, consistency, readiness, and field value—not simply by activity volume.

The outcome we are building toward

A department where new employees know the standard, officers reinforce the standard, and field EMS leaders help sustain the standard in real time.

CLARITY • CONSISTENCY • COMPETENCY • ACCOUNTABILITY

Discussion / Questions

Memo



Number: 25-140-01
To: Public Safety Subcommittee
From: Matthew Hill, Public Works Director
Date: 2026-10-13
Subject: DPW Public Safety: Review for September

RECOMMENDATION

Monthly Review of:

- SS4A Safety Action Plan: Serious and Fatal Accidents
 - Changing the Conversation about Driving in Downtown Sanford
 - Increase in traffic stops for speeding per SS4A Safety Action Plan is having benefits
- Deadly Fixed Objects
 - Update on breakthrough One-Touch Make Ready Pilot Program Initiative in Sanford
 - Project Task Order 2
- MaineDOT WIN 22642.01 - Raise Grant: Update
 - Project Advertised
 - Waiting for Bid Opening in October
 - Regional Cottage Street detour signs left in place, covered, for reuse in 2027 and 2028

Background Information:

Monthly meeting to discuss progress on ongoing Public Safety projects and initiatives as required by the SS4A Grant Agreement.

Legal Review Status:

N/A

Administrative or Department Review:

Financial Impact or Review: