

BRIDGTON BOARD OF SELECTMEN'S MEETING AGENDA

DATE: Friday, February 4, 2022

TIME: 2:00 P.M.

PLACE: Board of Selectmen's Meeting Room, 10 Iredale Street, Bridgton

Please join the meeting from your computer, tablet, or smartphone.

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1. Call to Order
2. Pledge of Allegiance
3. Workshop Session with Emergency Management Administration
4. Adjourn

Annex F: Continuity of Operations Plan

This document focuses on the basic COOP elements: essential functions, orders of succession, delegations of authority, communications and information systems, essential records management, alternate locations, human resources, devolution, reconstitution, and the testing, training, and exercising (TT&E) program. Devolution is not currently feasible at the local level, so this element has been excluded from the COOP Plan. The development of procedures that address the basic COOP elements, and work together with other plans, allows for an uninterrupted execution of Bridgton's essential functions.

During an emergency, Bridgton department'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. The most likely causes of such disruption in Bridgton are severe winter storms, widespread utility failure, widespread fires, or credible threats of actions that would prevent access to or use of town facilities. During these emergencies, Bridgton facilities will relocate their staff and resources to an alternate location identified as the Emergency Relocation Site (ERS). Bridgton departments, the time it would take for the employees to get set up at the ERS, and other organizations affected by the relocation are listed in the table below.

Function	RTO	Organizations/Partners Involved
Implement direction, coordination, and policy-making functions, approving plans and goals	3-5 days	Town Management
Payroll, accounts payable/receivables	3-5 days	Finance Department
General assistance, registrations (boats, vehicles, etc.), marriage/birth/death certificates	10-14 days	Town Clerk
Building inspections and permits, site plans, assessing	3-5 days	Code Enforcement Department
Public health and safety, living condition complaints	1 day	Health Department
Coordination of emergency services, plan reviews and updates, grant writing	1 day	Emergency Management
Manage volunteers for rec programs, rec program development	3-5 days	Recreation Department

Planning and development activities	3-5 days	Community Development
Fire suppression, vehicle accidents, etc.	1 day	Fire Department
Maintain law and order, arrests, public assistance	1 day	Police Department
Maintain roads, vehicle maintenance	10-14 days	Public Works
Treatment plant operations, pump station maintenance	10-14 days	Wastewater Department
Parks and cemetery maintenance	10-14 days	Parks Department
Recycling, waste management	10-14 days	Transfer Station

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.

For Bridgton, here are the continuity implementation procedures:

- Determine how long building will be untenable, determined by the Town Manager.
- Determine whether functions of Bridgton departments should be delayed until reoccupation is permitted, or if services should be provided from another location. This determination is made by the Town Manager.
- If services are to be provided from another location, determination must be made by the Town Manager on where the location will be, and what resources are needed for that location to become operational.
- Once operational, notifications must be made to municipal leadership, staff, partners, and general populace about the new operating location. All notifications will be made by the Town Manager.

The COOP Plan can be activated for a number of reasons. It can be activated as a response to a local emergency within Bridgton, a regional (state-wide) or national (country-wide) emergency, or as a response to a national security emergency. It is important to note that the types of emergencies that are listed are *not* all that could prompt COOP activation, although they *are* the most likely to occur at that level.

Local: localized wildfire or a fire in a home or business, attack on businesses/homes, summer or winter storms.

Regional or national: Hurricanes, flooding, severe summer or winter storms.

National security: Terrorist attacks or use of weapons of mass destruction.

These types of emergencies would then generate the need for all affected Bridgton departments to begin the relocation process, which is a part of the COOP activation. Depending on the department, ERS's will differ. ERS information is below.

Bridgton must designate one primary ERS and several other sites that are appropriate to support the relocation group following an emergency that disables the infrastructure supporting town activities that occur at the Municipal Complex and/or other town facilities. The ERS should be used when the Municipal Complex and/or the other town offices are closed to normal business activities, due to an emergency. The ERS must have adequate space, the necessary equipment, and the connectivity capabilities to support relocating each relocation group responsible for performing essential functions.

There are alternate locations that might be available and considered for use as an ERS, however the main alternate location is the Town Hall. The Bridgton Community Center and local churches are all options as well, if they are not affected by the emergency. Alliance Church, St. Joseph's Church, and the First Congregational Church are considered Points of Distribution for distributing food and supplies to Bridgton residents during and after an emergency. If these locations are actively being used as distribution centers during the emergency, the ERS must be located elsewhere.

All departments located within the Municipal Complex will be relocated to the Town Hall. The Police and Fire Departments and the Emergency Management Agency will relocate to Central Fire Station. Anyone working at the Community Center will relocate to the Town Hall, as well. If MSAD 61 schools in Bridgton (Stevens Brook Elementary School and Lake Region Middle School) are affected, they will relocate to Lake Region High School in Naples. Because Bridgton Academy has many buildings on campus, the staff will relocate to another, unaffected building on campus.

Each Fire Station in Bridgton will relocate to another Fire Station if that area is affected. The Public Works Department will relocate to the Municipal Complex if it is able to support staff. Transfer Station staff and any equipment will relocate to the Public Works facility if it is able to support staff.

More distant locations for relocations include...

Orders of Succession and Delegations of Authority

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

Orders of succession is a list of positions, rather than names of individuals, that identify who is authorized to assume a particular leadership role under specific circumstances. Bridgton departments must establish and document, in writing, orders of succession in advance of an emergency and ensure there is an orderly and pre-defined transition of leadership during any change in normal operations.

Delegations of authority ensure the orderly and pre-determined transition of responsibilities within a department during a COOP activation and are closely tied to succession. Delegations of authority will generally specify a particular function that an individual is authorized to perform and includes restrictions and limitations associated with the authority. Delegations of authority are an essential part of a department's continuity operations and should ensure the department and its employees can perform its essential functions and continuity operations.

Order of Succession for Town Manager
Town Manager
Deputy Town Manager
Selectboard Chairman

Essential Records Management

Essential records are information systems, technology, applications and infrastructure, electronic and hardcopy documents, references, and originals and/or copies of records that a department needs to meet operational responsibilities or to protect the legal and financial rights of the employees working in the department. In addition to originals and copies of essential records – regardless of their format – departments must also consider the protection and use of information systems, technology, applications, infrastructure, and references needed to support the continued performance of essential functions and continuity operations during an emergency. The identification, protection, and availability of electronic and hardcopy essential records and electronic information systems needed to support essential functions during emergencies are critical elements of a successful COOP Plan activation.

Departments must also protect information that is needed for the resumption of normal operations for reconstitution. Each department has different functional responsibilities and needs. A department decides which records are essential to its operations and then assigns responsibility for maintaining current copies of those records to the appropriate personnel. Departments should have multiple copies of their essential records in several locations, such as a secure location for hardcopies and digital copies on a computer, or digitally on a flash drive.

Categories of essential records include the following:

Emergency Operating Records: Records and electronic information systems that are essential to the continued functioning or the reconstitution of a department during and after a COOP 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 a department's personnel with the guidance they need to continue and resume normal operations.

Legal and Financial Rights Records: These are the records that are critical to carrying out a department's essential legal and financial functions, which are vital to the protection of the legal and financial rights of the individuals who are directly affected by that department's activities.

These records include those with such value that their loss would significantly impair the execution of essential functions to the legal or financial rights and entitlements of the department and the affected individuals. Examples of these records are: accounts receivable files; official personnel records; payroll, retirement, insurance records, property management records, and inventory records. Legal and financial rights records that are considered critical for continued performance of essential functions and continuity operations should be included in that department's emergency operating records and accessible at the ERS.

Bridgton's current essential records management system is as follows: all information that is to be kept will go into the storage room that is located the Municipal Complex lower level. This room is built in such a way that the documents, maps, and other information are all kept safe if something were to happen to the Municipal Complex. Many documents, such as voting ballots or car registrations, get destroyed after a certain number of years. The individuals that have access to all of this information, whether hardcopy or digital copy, are: the Town Manager, Deputy Down Manager, the Board of Selectmen, and all Department Heads.

In the event of relocation, those that have access to the records room may obtain any hardcopy essential records in order to successfully relocate and continue operations from the ERS. If records are digital, there are many different means to obtain those records, such as copying files to a flash drive to bring to the ERS, or bringing the computer in which those records are on to the ERS.

Communication and Information Management

The success of the COOP Plan being activated is dependent on the availability of and access to effective communication and information systems with the sufficient resources necessary to perform essential functions at the primary location and the ERS. These systems must support connectivity among leadership, internal employees, other town departments, external organizations, and the public under all conditions, and must be interoperable with essential functions. Communication capabilities must also be interoperable and reliable to enable communications involving multiple organizations.

Bridgton officials and departments rely on a phone tree in order to communicate effectively with each other and external organizations. This phone tree and a list of all contact information can be found in the Communications Annex.

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 Telecommunication Service	Wireless Priority Service	Telecommunication Service Priority	Physically Diverse Data Networks	Emergency Power	UHF/VHF mobile radio
Town Office	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
FD	X		X	X	X	X				X	X			X	X
PD	X	X	X	X	X	X				X	X			X	X
EMS	X		X	X		X									X
PW	X		X	X	X	X				X	X			X	X
EMA	X		X	X	X	X	X	X	X	X	X			X	X

Communication Capabilities:

- Telephone and Facsimile
 - Telephone
 - Facsimile
- Data Networks, Email, and Scanning
 - Wired Internet Access – GWI
 - Wireless Internet Access – GWI
- Conferencing
 - Telephone conferencing
 - Video conferencing
- Alternate
 - Amateur Radio Network
- In-Transit Communications
 - Mobile telephone
 - CB Radio
- Additional Capabilities
 - Physically diverse Data Networks
 - Emergency power

Town of Bridgton



Emergency Operations Plan

Version 1.0

October 2021

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Approvals

The Bridgton Emergency Operations Plan was prepared to ensure that the town 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 Bridgton, and is supportive of the Cumberland County Resilience Plan. This plan supersedes all previous emergency operations plans. The Bridgton Emergency Management (EMA) Director is responsible for the development, maintenance, and implementation of this plan.

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

Approved: _____ Date: _____

Robert Peabody

Town Manager, Bridgton, Maine

Reviewed: _____ Date: _____

Chairman

Board of Selectmen, Bridgton, Maine

Reviewed: _____ Date: _____

Matthew M. Mahar

Director, Cumberland County Emergency Management Agency

Submitted: _____ Date: _____

Todd Perreault

EMA Director, Bridgton, Maine

Bridgton Emergency Operations Plan

Change Log

Revision No.	Date	Change Description	Pages Modified
1.0	June 2021	<i>Emergency Operations Plan developed</i>	ALL

Record of Distribution

Organization	Date Delivered	Medium	Verified Receipt
CCEMA		Electronically	

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TOWN OF BRIDGTON

EMERGENCY OPERATIONS PLAN

I. Purpose

Towns within the state of Maine are required to establish and ensure the capability to respond to a wide range of emergencies. The Bridgton Emergency Operations Plan (EOP) provides the operational framework to implement the policies, requirements, and responsibilities of Bridgton.

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

To accomplish its mission, Bridgton must ensure its critical functions and services can 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 threats.

This plan provides directions for the orderly response of Bridgton to an emergency incident. This plan shows the coordination that is necessary between entities within Bridgton and with Cumberland County Emergency Management Agency (CCEMA), 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. Town Profile

The area of Bridgton is 64.24 square miles. Bridgton has emergency services such as Police and Fire Departments, and a local hospital. The town is home to Shawnee Peak Ski Resort, where community members can go skiing, snowboarding, and dining. Highland Lake is another popular location for Bridgton community members and visitors, where there is a public beach.

Bridgton has its own Police and Fire Departments, but relies on a private ambulance service for EMS. Town governance includes a Board of Selectmen, a Town Manager, and a Deputy Town Manager. The Town Office is home to the Bridgton EMA Office, located on the ground floor with the Fire Chief and the Sewer Department offices. Assessing, Code Enforcement, Recreation, Finance, and the town clerks are among the various departments in the Town Office.

III. Applicability

This plan is applicable to all staff working for town departments and facilities. The provisions of this plan apply to the full spectrum of situations and/or incidents that could affect the ability of Bridgton officials, support staff, and other personnel to perform the town's critical functions from their normal work locations. These situations include

incidents resulting from natural disasters, cyber threats, terrorist activities, and infectious disease outbreaks.

IV. Security

Some of the information in this plan, if made public, could compromise the town'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.

V. Plan Maintenance and Distribution

As part of the annual plans and procedures maintenance, the local EMA Director will review and update the Bridgton EOP. All reviews will be submitted to the town'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 town and/or the county, or to withhold information in this plan from a non-municipal requestor, must be coordinated with the local EMA Director.

VI. Policy and Background

The ability to respond quickly and efficiently to an emergency incident saves lives. Bridgton 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 Bridgton 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 Bridgton.

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 Bridgton, its staff, community members, and visitors. This plan provides concepts of operations, guidance, and procedures to ensure that Bridgton 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 to ensure the continued deliberate, proactive, and ongoing planning, update, and maturation of emergency planning.

Bridgton's Planning Objectives

- Ensure Bridgton can perform its critical functions under all conditions.
- Execute a successful line of succession, accompanied by the appropriate position-related authorities, when a disruption renders Bridgton leadership unable to assume and perform their authorities and responsibilities.
- Ensure Bridgton 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 Bridgton 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 towns and they will remain available to support the town-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.

- **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. To learn more, please see Annex C.
- **Response Options:** There are four response options to any emergency. These options are shelter-in-place, evacuation, relocation, and devolution. To learn more about each response option, please see Annex D.
- **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. To learn more, please see Annex E.

- **Continuity of Operations Planning Elements:** To learn more about Continuity of Operations Plans (COOP), please see the Continuity of Operations Binder, located in the EMA office.
 - **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 after a disruption to the service.
 - **Orders of Succession and 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 Testing, Training, and Exercising (TT&E) events.
 - **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.
 - **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.
 - **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 an option that can provide critical support to the sustainment of critical functions
 - **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.
 - **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.

- **Operational Phases and Implementation (Annex B):** In this Annex, you will find the five phases of emergency management, the town response structure, activation decision process, activation levels and triggers, the implementation process, the notification process, the relocation process, and information on situation reports.
- **Mass Care Considerations (Annex F):** In this Annex is information on mass sheltering, evacuation, and the three types of shelters: regional, municipal, and warming/cooling centers.
- **Point of Distribution Structure (Annex G):** This Annex outlines the Point of Distribution (POD) structure, POD Manager responsibilities, and Google Map images of each site located in Bridgton.
- **Reconstitution and Recovery (Annex H):** This Annex outlines damage assessment, debris management, critical infrastructures in Bridgton, and disaster assistance that is available.
- **Testing, Training, and Exercising Program (Annex I):** Tests, trainings, and exercises that Bridgton performs.

IX. Operational Phases and Implementation

There are five phases of emergency management, which should be used to build resilience strategies, processes, and procedures to ensure that goals and objectives are met. They also support the performance of organizational critical functions during an emergency. To learn more about each of these phases, please refer to Annex B. The five phases of emergency management are:

- **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.
- **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.
- **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.
- **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.

- **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 departments are responsible for establishing and following procedures for responding to an emergency incident. The Department Head is ultimately responsible for the development and implementation of those plans and/or procedures. The staff members of the department 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:

1. **Elected Officials:** Serve the municipality by completing a variety of duties: preparing materials for council meetings, developing the annual budget, liaising with other local entities, and working with Department Heads.
2. **Department Heads:** Department Heads are responsible for creating a plan that outlines daily, normal operations. They should also create a multi-year training plan that outlines what their training includes and how often it is conducted. These plans should be distributed to the department's employees. Each Department Head will keep the plans in their office, which will be reviewed annually and updated every 5 years. Copies of the normal operations and training plans will be kept in the EMA office.
3. **Bridgton EMA Director:** Develop, revise/update, and promulgate Bridgton's emergency operations planning documents. They must also coordinate communication between local and county government organizations, identify and locate local resources to help with response and recovery efforts, and coordinate with damage assessment teams and municipal TT&E activities with CCEMA.
4. **CCEMA:** CCEMA is 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 town's emergency management program.

XI. Coordination Meetings (Internal and External)

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

Bridgton

Bridgton EMA attends staff meetings once a month as well as storm briefings and situational awareness briefings, as they are needed.

The town of Bridgton has a number of different meetings such as the Board of Selectmen meetings and the Planning Board.

Cumberland County Meetings

The Bridgton EMA Director participates in both the Cumberland County and Oxford County Emergency Management Meetings.

The Emergency Management meetings include informing local EMA directors about current events, grant opportunities, mitigation planning and special team updates.

All of this information is to ensure the local EMA's are up-to-date on anything that may impact them and their town.

XII. Outreach Program and Participation

The town of Bridgton does not currently participate in any public outreach programs, but in the future the town would like to integrate emergency management/emergency preparedness education into the annual Bridgton Public Safety Days, and the National Night Out hosted by the Police Department. There is a very informational website that can direct community members or visitors to various activities such as lodging, skiing or snowboarding, and swimming. To learn more, please see <https://bridgtonmaine.org/>. You can also find Bridgton on Facebook and Twitter, where updates on town meetings, shelter availability, and events can be followed. The Bridgton Police Department can be found on Twitter and Facebook. The Fire Department can be found on Facebook.

On the Bridgton EMA page, which outlines what the EMA does in the community, community members or visitors will find monthly reports, written by the EMA Director, and links to the American Red Cross, CCEMA, Maine EMA (MEMA), Federal EMA (FEMA), and the National Fire Protection Agency. To learn more, please see <https://bridgtonmaine.org/ema/>.

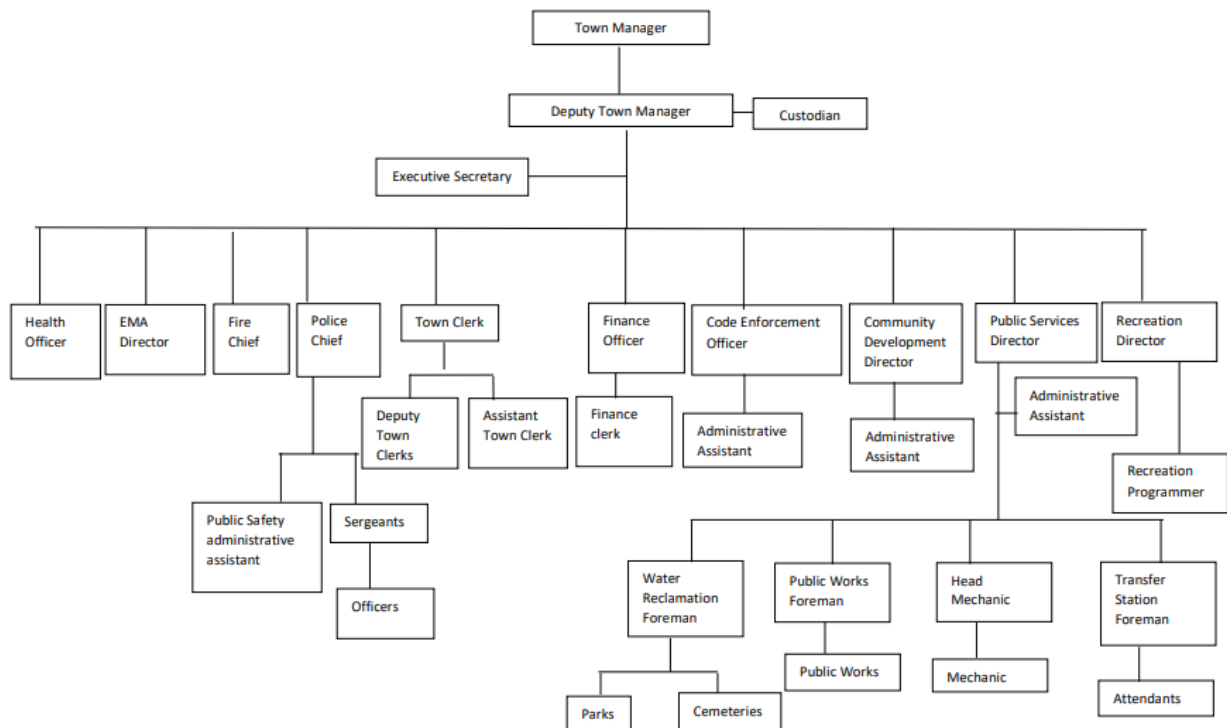
XIII. Points of Contact

If there are any questions or requests regarding information contained within this plan, please contact the EMA Director. Their contact information will be listed in the Communications and Warning Attachment.

Annex A: Town Organization

Bridgton's Organizational Structure

All contact information will be listed in the Communications and Warning Attachment.



Town Facilities

Town facilities in Bridgton include, but are not limited to:

- Police Department
- Fire Department
- EMA
- Public Works
- Bridgton Water District
- Town Office
 - Town Management (Town Manager, Deputy Town Manager)
 - Board of Selectmen
 - Town Clerks
 - Recreation Department
 - Community Development
 - Assessing Department

- Finance Department

In the event that a neighboring town needs assistance, Bridgton Police and/or Fire can be requested. These towns in Cumberland and Oxford Counties currently have Mutual Aid Agreements (MAA) with Bridgton: Harrison, Naples, Casco, Sebago, Denmark, Brownfield, Fryeburg, Sweden, Waterford, Lovell, and Stoneham.

The Police Department and the Fire Department offices are located on the lower level of the Municipal Complex in Bridgton. Bridgton has five firehouses located throughout the town to ensure that each part of town gets assistance. The Bridgton Water District office building is located on Portland Road, and all other departments listed above are within the Municipal Complex. The responsibilities of Elected Officials, the Fire Department, Police Department, and Public Works is listed below.

1. Elected Officials (Board of Selectmen, Town Manager, Deputy Town Manager)
 - a. Implement direction, coordination, and policy-making functions to provide optimum protection of public health and safety before, during, and after an 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. In the absence of Department Heads, or when a situation is beyond the authority of them, elected officials must guarantee that staff are committed and resources are properly distributed.
 - e. Authorize special purchasing due to emergency conditions.
 - f. Authorize the release of emergency public information statements to the public, when it is necessary.
2. Fire Department
 - b. Respond to fires and hazardous material releases.
 - c. Heavy rescue operations.
 - d. Assist the Police Department and the Maine Game Warden Service in search and rescue operations.
 - e. Evacuation recommendations, notifying evacuation authorities, and assisting in the evacuation notice to the public.
 - f. Fire code and safety enforcement.
 - g. Explosive device mitigation and response.
3. Police Department
 - a. Maintain law and order during an emergency.
 - b. Crowd, traffic, and restricted area control.

- c. Identify the Bridgton emergency evacuation routes with the Fire Department.
 - d. Security measures, including protection of essential facilities.
 - e. Assist in the notification and warning to the public.
 - f. Assist with the initial impact assessment.
 - g. Coordinate security for damaged areas, essential facilities, equipment, and shelter operations.
 - h. Assist the Fire Department with evacuations, and explosive device identification, mitigation, and response.
 - i. Organize and lead ground search procedures along with the Maine Game Warden Service and the Fire Department.
4. Public Works
- a. Coordination of restoring public facilities, roads, and bridges.
 - b. Damage assessment for critical infrastructure and public facilities.
 - c. Clear snow and debris off of the public roads.
 - d. Provide equipment, supplies, and personnel as needed.
 - e. Support traffic control measures by providing signage, detours, and barricades.
 - f. Conduct safety inspections on roads and bridges.

Bridgton relies on private ambulance services for medical emergencies, transportation to and from hospitals, and emergency evacuations.

Annex B: Operational Phases and Implementation

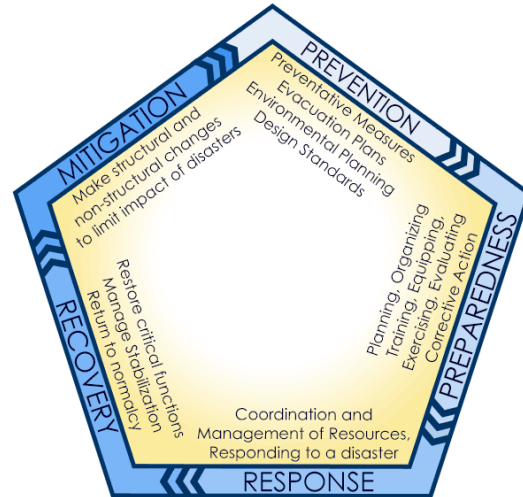
Five Phases of Emergency Management

Prevention

Actions taken to avoid an incident, stopping an incident from occurring, deterrence operations, and surveillance.

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.



Preparedness

Activities that increase a community's ability to respond when a disaster occurs. Typical preparedness measures include developing MAAs and memorandums of understanding (MOU). To see Bridgton's MAAs and MOUs with various departments and neighboring towns, refer to the Mutual Aid Binder in the EMA office. There are also trainings and exercises that can be conducted, such as training for response personnel and concerned citizens, conducting disaster exercises to reinforce training and test capabilities, and presenting hazard education campaigns.

Response

Actions carried out before, during, and after a hazard, which are aimed at saving lives, reducing economic losses, and alleviating suffering. Response actions may include activating the EOC, evacuating threatened populations, opening shelters, providing mass care, emergency rescue, medical care, firefighting, and search and rescue operations.

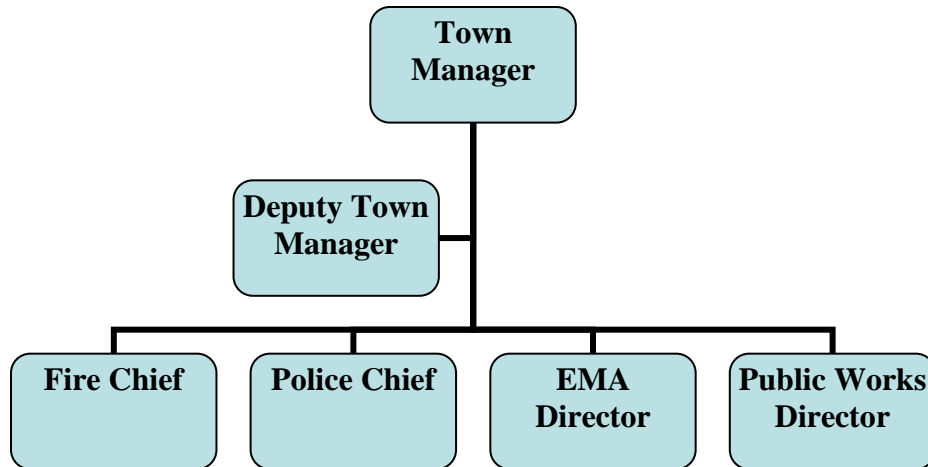
Recovery

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, bridges and key facilities, and sustained mass care for displaced human and animal populations.

Town Response Structure

The command and control of an event is an important function that demands a codified framework for the preparation and execution of emergency plans. Emergency response services at all levels of government manage command and control activities somewhat

differently depending on the department's history, the complexity of the crisis, and their capabilities and resources. Management of response actions must therefore reflect flexibility in order to effectively address the entire spectrum of capabilities and resources. The structure for Bridgton can be seen in the figure below.



Activation Decision Process

Activation of any emergency process requires a detailed decision process, one that is able to meet the needs of the entire spectrum of potential events that could disrupt operations, up to and including relocation of operations. The decision to activate parts or all of the Emergency Operations Plan will be done at a storm briefing meeting. The individuals involved in these meetings include: the EMA Director, the Fire Chief, Police Chief, Public Works Director, and town management.

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

The following scenarios highlight what could mandate activating this plan:

- The town office, or a portion of it, cannot accommodate normal business activities because of an event such as a structural or mechanical failure, a fire, or a minor explosion. In this case, relocation will be considered based on the situation.
- The town office and surrounding areas temporarily cannot accommodate normal business activities due to an 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. Full relocation also may occur.

- The town office and personnel are unavailable to perform critical functions because of an extreme natural disaster, weapons of mass destruction crisis, or another similar catastrophic event. Under this scenario, relocation or devolution of functions may occur.

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 Bridgton's anticipated activation levels, potential triggers for that level, and the type of response that would be initiated. It's important to note that some triggers may escalate to the next level, which would indicate the need for more resources.

The EOC can get activated as a response to a number of emergencies, as well. The decision to activate the EOC will be made by Town Management and Department Heads during a briefing meeting, and the number of staff that would need to be involved varies based on the type of emergency.

Level	Triggers	Response
1. EMA Director	-Extreme hot or cold weather -Multi-alarm structure fire	-Possible activation of the warming or cooling centers. -Bridgton and mutual aid agencies would provide services.
2. EMA Director & partial EOC staff	-Wildfire -Winter/summer storm	-Possible activation of the municipal shelter. -Bridgton will contact other towns through mutual aid or CCEMA for their addition of resources.
3. EMA Director & full EOC staff	-Mass casualty event -Police stand-off -Flooding -Hurricanes -Tornadoes	-Possible activation of the regional shelter. -Bridgton contacts CCEMA, who will reach out to state or federal agencies for their resources, if they are needed.

The activation process includes the following activities:

1. Occurrence of an event or the threat of an event, triggering the activation.
2. Reviewing, analyzing, and deciding to activate emergency plans and procedures.
3. Alerting and notifying the emergency personnel of the activation.

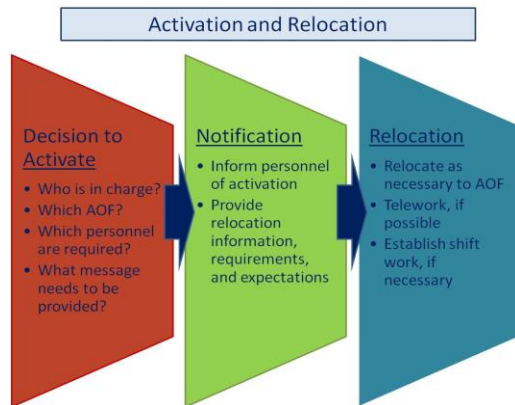
4. Relocating, if necessary, to alternate locations.
5. Ensuring all staff members are made aware of the activation and will report to their pre-assigned locations.
6. Identifying the leadership personnel.

Implementation Options

The expected response to any event that disrupts operations can be divided into three basic categories, described below. It should be noted that in some situations, the best response may involve a combination of these options.

- **Relocation:** When the primary location becomes unavailable to support operations, town office personnel will relocate to an alternate, pre-determined location. In the event of needing to relocate, municipal workers will report to the old town hall to continue their services. The Police and Fire Departments will relocate to Central Fire Station. For Bridgton's COOP Plan, as well as any department or facility's relocation plans, please refer to the Continuity of Operations Binder in the EMA office.
- **Devolution:** Devolution is the capability to transfer authority and responsibility for critical functions from the primary location to a pre-determined alternate location. This secondary location should be capable of sustaining the operational capability for an extended period. Pre-determined staff will also be identified during the devolution process.
- **Social Distancing:** Infrastructure and facilities are generally viable and can support operations, however, social distancing may be required. In order to minimize contact, only a limited number of personnel are required to report to work (generally by splitting staff into in-person and remote work). Protective measures and limited contact may be imposed on the workforce.
- **Telework:** Telework is an option that can provide critical services, even when the primary location is unable to support normal functions. Staff can choose to work from home or another location that is able to support the critical services of the town.

The graphic below details the process of activation and relocation.



Emergency Operations Center

The purpose of the EOC is to provide resources, coordination, and facilitation of town facilities during an emergency. These facilities may include the Bridgton EMA Director, the Fire Chief, Police Chief and Police Department members, town management, and the Public Works Director. Each of these entities have access to the EOC.

Staff that are not working at the EOC may be asked by their Department Heads to relocate to their pre-determined location. They also may decide for some of their staff to work remotely, either from home or another location.

Responsibilities

Alert and Warning Procedure: The EMA Director should notify the Town Manager and Cumberland County Dispatch that the EOC has been activated. The first individuals to arrive at the EOC will report by phone to the EMA Director. This can be done using their personal cell phone. For the proper notification phone tree for Bridgton, please see the Communications and Warning Attachment.

The EMA Director is responsible for the staffing of the EOC and maintaining its readiness. The overall authority lies with the Board of Selectmen, assisted by the Town Manager. During an emergency, the Town Manager has total authority.

Department Heads are responsible for the control, coordination, and assistance of actions required by their department during an emergency. They must also communicate their status and all activities to the EOC, by phone. They should maintain a list and inventory, beforehand, of all of their resources and supplies. If the EMA Director requests a status report, the Department Head will create it and send it to them. This can be done by email, if available, or it can be personally delivered. If any staff within that department are working with the EOC, then the Department Head will create and maintain a roster for each employee, including their name, number, and the hours they worked within 24 hours.

Concept of Operations

- Pre-disaster
 - Be familiar with applicable sections of the EOP.
 - Plan staffing for shifts.
 - Attend, review, and host drills and training sessions.
 - Receipt of Disaster Warning – report to the EOC.
 - Call in additional support as needed.
 - Establish priorities according to each situation.
- During the Disaster
 - Keep the EMA Director, Selectmen, and the Town Manager informed of all activities.
 - Maintain supervision over personnel and activities.
 - Take actions required during the disaster. Coordinate with the EOC, EMA Director, and CCEMA if needed.
 - Transmit Situation Reports to the EMA Director for review, who will then send the reports to CCEMA.
- Deactivation
 - All logs, status boards, display sheets, and maps should be placed in the EOC for safekeeping to be compiled and/or copied for storage.
 - Purchase invoices and orders for the emergency should be collected and given to the Town Manager, with a set of copies given to the EMA Director.
 - All agencies will be notified of the termination of the emergency and the deactivation of the EOC.
- After Action Activities
 - All staff will be debriefed of the emergency and what actions will follow.
 - Hold a formal critique meeting with all involved personnel at the EOC.
 - Develop an After-Action Report (AAR).
 - Develop a shortfall list and a corrective action plan.
- Basic Format of Briefings
 - Review of events since the last briefing.
 - Current situations at hand.
 - Current status of all resources.
 - Significant problem areas and action in progress to fix them.

- Projected situations (additional damage, more weather, evacuation, etc.).

Internal Security

Law enforcement is provided to the EOC by either the local Police Department, Cumberland County Sheriff's Department, or State Police.

Notification Process

Communicating with the staff, community members, and visitors all at the same time is extremely challenging, especially during situations that can cause anxiety and panic. When fires break out, extreme weather occurs, earthquakes happen, or when terrorism or active shooting incidents transpire, Bridgton officials have to have the ability to reach their employees quickly and efficiently. These are the occasions where communication should 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.

For more information on how to contact Bridgton officials or partners by phone call or text, please refer to the Communications and Warning Attachment. There, all contact information for Bridgton town management, town facilities, and partners is listed.

Notification of Town Leadership

The Town Manager is the first person to be notified when there is inclement weather or another emergency. They then have to decide whether to close the offices for a short period of time, and whether to activate the Emergency Operations Plan. To do this, the Town Manager will consult the EMA Director.

Bridgton has an operations phone tree in which members of the town office will be in charge of contacting staff, departments, and external partners, by phone or through face-to-face contact. To see this phone tree, please see the Communications and Warning Attachment.

Notification of Staff

For both on and off duty staff, the phone tree or face-to-face contact will be initiated. The phone tree will be enacted by phone calls, texts, or emails as soon as possible.

Notification of External Authorities

To notify external authorities, notification will be made through county and state agencies. This notification will be made by phone call, text, or email as soon as possible.

Notification of Partners

Bridgton's EMA partners include CCEMA, MEMA, and FEMA. These agencies are notified in the event the previous agency's emergency services have been totally exhausted during an emergency. Contact will be initiated by a phone call, text, or email as soon as possible.

Bridgton EMA contacts CCEMA, and CCEMA contacts MEMA if state resources are needed. MEMA will contact FEMA if the situation requires federal resources. This will all be done over the phone, as soon as it is possible to initiate contact.

Notification of Suppliers

As a part of the phone tree, Bridgton officials are in charge of notifying the town's suppliers. Bridgton suppliers include: grocery stores, utilities such as water/gas/heating/oil, and emergency medical services. Contact will be initiated by a phone call, text, or email as soon as possible.

Notification of Community

To notify the community, county and state emergency notification systems would be utilized. As a part of the phone tree, the Deputy Town Manager is in charge of contacting the local news stations by phone call, as soon as possible.

The local social media pages are also used as a form of communication to notify the citizens of an emergency. The Town Manager's Administrative Assistant is in charge of updating all social media.

Relocation Process

If the decision to relocate is made, pre-identified personnel will immediately deploy to the alternate location to resume 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. These employees must be updated every 12 hours, or twice a day, to ensure they have the most current information on the emergency's status.

Departure of Relocation Personnel

During duty hours with or without warning:

1. Pre-identified personnel will depart for their assigned alternate locations, which are identified in the Continuity of Operations Binder, in the EMA Office.
2. Notification will be made to the following parties by phone, text, or email, as soon as it is possible:
 - CCEMA.

- Bridgton officials.
3. Personnel not deploying will receive instructions to proceed to their homes, or other safe locations, and await further instructions. They may engage in telework, if instructed to do so.

During non-duty hours with or without warning:

1. Deployable personnel will depart for the alternate locations which are stated above. They will depart using their own vehicles.
2. Non-deployed staff will remain at their residence or current location to wait for further instructions. They may conduct remote work (Telework), if instructed to do so.

Assembly Areas

Assembly areas are pre-determined locations and the location will be communicated to the appropriate staff by phone call, text, or email, during a COOP situation. The probability of many options for relocation precludes designation of a central site.

In the event that a lack of communication prohibits direct contact with the appropriate staff by the department, staff should contact their immediate supervisor to report their status and receive instructions for reporting.

Situation Reports

Situation reports provide information regarding the emergency and the response. Town departments and facilities develop situation reports to provide situational awareness to allow leaders to make informed decisions on issues concerning the performance of the town's critical functions. Bridgton relies on Incident Command System (ICS) forms; everything that is needed for an emergency is included in those forms. For a situation report, the Bridgton EMA Director would fill out ICS Form 209. The reports are then distributed to outside organizations to inform them of the status of the town's response.

Annex C: Risk Management

Risk management is a comprehensive process that requires town departments and facilities to identify, assess, and prioritize risks. The departments and facilities accept the risks or apply resources to mitigate or control the impact. The key to having an effective risk management program is understanding potential risks and the department's relation to the risks. Bridgton departments and facilities should conduct and document a risk assessment of all critical functions and services as a part of the TT&E training programs.

Cybersecurity is a growing risk as technology advances. In the event of a cyber-attack on Bridgton facilities and infrastructure, a third-party IT company's resources will be utilized.

Types of Risk

- **Natural Hazards**
 - Meteorological – Temperature extremes, flooding, dam/lee failure, severe thunderstorms, tornadoes, windstorms, hurricanes and tropical storms, and winter storms.
 - Geological – Earthquakes, landslides, and subsidence/sinkholes.
 - Biological – Infectious diseases and food-borne illnesses.
- **Human-Caused Hazards**
 - Accidents – workplace accidents, entrapment/rescue, transportation accidents, structural failure/collapse, and mechanical breakdowns.
 - Intentional acts – Labor strikes, demonstrations, civil disturbances, bomb threats, lost or separated person, kidnapping, extortion, hostage incidents, workplace violence, robberies, sniper incidents, terrorism, arson, and cyber/IT.
- **Technological Hazards**
 - IT – Communications degradation, outage, loss of connectivity, hardware failure, lost or corrupted data, application failure.
 - Facility – Structural damage, fire alarm failure.
 - Utility outage – Communications, electrical power, water, gas, steam, heating/ventilation/air conditioning, pollution control systems, sewage systems.
 - Fire/explosion – Fire (internal) and explosions (chemical, gas, or process failure).
 - Supply chain interruption – Supplier failure and transportation interruption.

- Hazardous materials (HAZMAT) – HAZMAT spill, HAZMAT incident off-site, transportation accidents, natural gas leaks.

Risk Assessment Approach

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

- Probability – Likelihood of the 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 – Mutual aid staff and supplies.

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

Hazards Analysis

Each department within the town of Bridgton should conduct a Hazard and Vulnerability Assessment of the building in which those department's employees operate on a daily basis. In addition, a countermeasure survey should be conducted to ensure that each building is as safe as possible. These Assessments will be maintained and updated by the Department Head, and kept in their office.

According to Cumberland County's Threat and Hazard Identification and Risk Assessment (THIRA), there are three main types of hazards. These hazards are natural, technological, and adversarial. The most certain natural hazard to occur within the region is severe winter weather, and the most certain technological hazard are urban building fires.

Bridgton is an area in which natural hazards would occur the most. Severe summer and winter storms are the most likely to occur. Temperature extremes (cold or hot) and floods are other weather events that may impact the town. The likelihood of wildfires is high as well due to the large area of forestry.

In the event of a hazard mitigation incident, Bridgton will rely on CCEMA's Hazard Mitigation Plan for their guidance and resources.

Emerging Infectious Disease Considerations

To learn more about Bridgton's Pandemic response, please see the Pandemic Plan in the EOP Extension Binder, which is located in the EMA office.

The following communication channels are the preferred standard procedures for notification of a public health disaster:

Town of Bridgton: If the EMA Director for the town of Bridgton is the first to learn of a pandemic case, then they will notify CCEMA and the town's Public Health Officer. The Public Health Officer notifies the Cumberland District Public Health Council Liaison.

CCEMA notifies the MEMA Duty Officer on call. The Cumberland District Public Health Liaison notifies the Maine CDC disease reporting line.

Maine CDC: If the Maine CDC learns of a pandemic case in Bridgton first through the disease reporting line, then one of the Initial Management Team members will be notified. These team members may include the Maine CDC Director, Division of Public Health Systems Director, or the Office of Public Health Emergency Preparedness Director.

It is the responsibility of the Maine CDC's Initial Response Team to assess the situation, and as the information evolves, notify the MEMA Duty Officer.

The MEMA Duty Officer will notify the MEMA Director, the CCEMA Director, and the local EMA Director. It is the MEMA Director's responsibility to notify the Governor.

Prevention and Mitigation Efforts

1. Health and safety measures appropriate to the particular circumstances of a pandemic may be instituted by the Town Manager to prevent the spread of viruses and diseases. Employees are strongly encouraged to take advantage of all measures implemented. Examples of such measures include, but are not limited to, the following:
 - a. Train employees regarding the symptoms of a virus or disease, and ways to prevent the transmission of those diseases.
 - b. Providing face masks and gloves for employees and members of the public visiting the town offices.
 - c. Providing vaccines to employees.
2. The Town Manager, in consultation with the Board of Selectmen, may close non-essential offices or departments, or they may decide that telework is the most viable option for some staff.
3. The Town Manager may authorize particular employees to work at an alternate location during a closure. The authorization will be made on a case-by-case basis,

- in accordance with town needs. The Town Manager may also decide that telework is the most viable option for some staff.
4. The Town Manager may alter work schedules for particular employees, offices, or departments as necessary to meet the town's needs.
 5. The Town Manager or Department Heads may determine whether telework is a viable option during a pandemic event. Telework is an option where employees will work either from home or another, pre-identified location when the primary location is unable to support normal operations.

Hazardous Materials

Bridgton does not have its own HAZMAT Response Team; the town would first rely on CCEMA's Hazard Mitigation (HazMit) Teams. If needed, state and federal resources can be requested. These resources include Maine's Department of Environmental Protection for oil spills, and MEMA for other hazardous material releases.

Annex D: Response Options

There are many different ways to respond to an emergency. Officials may decide to activate the EOC, or choose a response based on the community's and the town employees' needs. The EOC can be activated as a response to a disaster. The current EOC for Bridgton is the EMA office, and at that location, all pre-assigned personnel will operate and determine the next steps for other town facilities and the community.

Organizational Response Options

1. **Shelter-in-Place:** Sheltering in place means staying inside whatever building you happen to be in at the time of an emergency. If you are outside, you should go into an undamaged building nearby and stay there for a period that may last hours to several days.
2. **Evacuation:** Evacuation is the urgent and immediate escape of individuals away from an area that contains an imminent threat to lives or property.
3. **Relocation:** 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.
4. **Devolution:** The transfer of operations from a primary location to another, pre-determined location. The staff involved in the devolution process are also pre-determined.

Relocation Sites

Departments need to identify assembly and relocation sites for staff. If communications are interrupted, staff need to know who should report and where. The plan should identify alternatives and advise all affected staff with individual information. While relocating is an option for some, it may not be the best option. When and where applicable, staff that are unable, or do not have to, physically relocate may choose to work remotely from home. Telework is an option as well when the primary location is unable to support normal functions, and if the alternate location is at full capacity.

General situations that disrupt normal operations and therefore require planning include limited operations within the department, either partially or entirely. This disruption of operations may create a COOP situation. A variety of conditions, such as a major power outage, communication disruption, civil unrest, fires, snow or ice storms, floods, or terrorism could threaten the town. COOP may require plans for implementing a variety of relocation options:

1. Only essential paid staff operating from normal locations.
2. Rearranging duty hours of paid staff to offset traffic conditions, rolling blackouts, or to utilize limited space available.
3. Selected staff working from their homes.

4. Selected staff relocating and working from other office locations under the Mutual Aid plan.
5. Sharing local facilities with other agencies (county EOC, a school, etc.).
6. Temporarily using a mobile operations center (if available) to continue or augment limited operations.

Any or all of the above options may be necessary depending on the type of situation. For Bridgton municipal workers, the relocation site will be the old town hall. For the Bridgton Police and Fire Departments, the relocation site will be Central Fire Station. For other town department or facility relocation sites, please refer to that department's COOP, which is located in the Continuity of Operations Binder in the EMA office.

Telework is another option for staff. They can choose to work remotely from home or another location that is best for the situation at hand.

Evacuation

Purpose of this section: To provide orderly and efficient evacuation of any part of the population living within Bridgton. In addition, this section is to provide a planning guide for any type of evacuation that may be necessary. Evacuation includes enacting the town's Transportation Plan.

The Transportation Plan is currently being updated; upon completion, it will be added to the EOP Extension Binder, which is located in the EMA office.

Situations and assumptions: Some hazards that Bridgton faces might require an evacuation of some or all of the population. The circumstances surrounding the amount of warning time to citizens will dictate the evacuation procedures.

Additional transportation resources may be necessary for those who are disabled in some way and are unable to drive, and those who do not have their own reliable transportation.

In any emergency, some individuals or families may refuse to evacuate. If the evacuation *is not* immediately urgent, they are allowed to stay. If the evacuation *is* immediately urgent, in certain circumstances, they could potentially be forced to evacuate by the Bridgton Police Department.

Concept of Operations

Evacuation may be the only way to protect Bridgton community members from an emergency. Evacuation may be necessary when any portion of the public would need to be relocated as a result of an exposure to a hazard.

The decision to evacuate Bridgton must come from the Bridgton Town Manager, Fire Chief, Police Chief, or the EMA Director, or other qualified officials.

The primary vehicles used in evacuations will be an individual's personal vehicle, although there may be other means to evacuate certain people. This would include using

school buses from the MSAD #61 school district, and/or a private ambulance van service for disabled or elderly individuals. These vans are wheelchair accessible.

Upon the recommendation of returning to the area, priority will be given to essential workers (such as doctors, nurses, police and fire) and hospitalized patients. Then the general public may begin returning to their homes.

Phases of Emergency Management

1. Preparedness

- a. Provide relocation for essential services and resources.
- b. Identify the evacuation points.
- c. Coordinate public information with the media.
- d. Coordinate the evacuation plan with the reception area(s) once they are identified. Prepare plans to include transportation means, routes, and traffic control.
- e. Identify all of the evacuation areas.
- f. Determine the transportation needs of citizens that are unable to evacuate independently.
- g. Establish evacuation routes, traffic control points, and barricades.
- h. Establish areas or alternate locations where pets can stay and receive care. Cumberland County Animal Response Teams (CCART) can coordinate with Bridgton officials on this matter if it is found that their resources are needed.

2. Response

- a. Declare an evacuation order or recommendation.
- b. Notify the public by all possible means when evacuation is needed.
- c. Coordinate public transportation and provide transportation for those that are unable to evacuate. It is important to emphasize car-pooling.
- d. Transport personnel, critical supplies, and equipment to the reception areas using all available means.

3. Recovery

- a. Essential service personnel will be notified by phone, text, or email that they are allowed to return. These personnel may include: doctors and nurses, Police and Fire Department personnel, and Town Office personnel. Transportation can be provided if it is necessary.
- b. Announce that the general public is able to return, once all essential service personnel and hospitalized individuals have made it safely.
- c. Provide traffic control and transportation means as necessary.

- d. All pets must be claimed and returned to appropriate owners upon re-entry into the area. To reiterate, CCART may be available to help.

Responsibilities

1. Police Department
 - a. Assist in evacuations and traffic control.
 - b. Assist in notifying the public by any means necessary. This may include going door-to-door, or notifying them via social or news media.
 - c. Provide security in evacuated areas, and prohibit unauthorized movement of individuals into the evacuated area.
 - d. Provide security at all of the reception areas.
 - e. Maintain law and order as a result of the evacuation.
2. Bridgton EMA
 - a. Coordinate with the Police Department on evacuation efforts.
 - b. Provide the public with all incoming information and instructions on how to evacuate.
 - c. Communicate with CCEMA on the evacuation status.
 - d. Maintain evacuation plans.
3. Evacuation Coordinator (EMA Director, Fire Chief, or other town staff)
 - a. Provide information to the Public Information Officer, who will in turn inform the public.
 - b. Coordinate transportation of the disabled or the elderly, if they do not already have another form of reliable transportation.
 - c. Establish evacuation routes and coordinate traffic control with the Police Department.
 - d. Establish the reception centers, inform the Shelter Managers to prepare the centers prior to the arrival of evacuees.
4. Public Information Officer (Deputy Town Manager)
 - a. Coordinate information and evacuation status with the Evacuation Coordinator or the EMA Director.
 - b. Notify the public by all means necessary of the need to evacuate.
 - c. Provide information on the status of evacuated hospitals or the status of pet-friendly locations. They may need the assistance of CCART in regard to evacuating domestic pets or farm animals.

5. Medical/EMS Services

- a. Coordinate the relocation of patients, personnel, and equipment to and from hospitals, nursing homes, or other medical facilities during an evacuation.
- b. Coordinate the reallocation of medical resources to alternate locations.
- c. Provide medical care, if necessary, and emphasize public health during an evacuation.

Teams and Packages

There are multiple teams that can be requested and deployed, in the event Bridgton EMA or CCEMA needs assistance during an emergency. There are also packages for Shelter Managers to keep in the shelter's location, to ensure the shelter is set and ready for evacuees.

Requestable Teams

1. **Incident Management Assistance Team (IMAT):** The IMAT Team is an external organization that the Bridgton EMA Director will request, if their resources are needed. This team provides the municipalities of Cumberland County with the ICS and staff assistance to manage larger and long-term events. Those types of events include weather, HAZMAT releases, or terrorism attacks. The IMAT team is an assistance tool for municipalities when their emergency response is impacted or does not have enough emergency response during an event.
2. **CCART:** CCART is an external organization that will be requested by the Bridgton EMA Director, if their resources are needed during an emergency. To obtain a Response Team, the EMA Director will contact CCEMA, who will then contact CCART. Their main goal is to ensure the municipalities are aware and prepared to care for companion and large animals during an event. When an event occurs, the team will assist in sheltering the animals. In coordination with the Red Cross, CCART provides temporary emergency shelter for these animals and assists in the transportation or evacuation of them. Communities will be notified as to where the pet-friendly emergency shelters are located.
3. **Animal Control Officer (ACO):** The ACO is responsible for the health and safety of animals in Bridgton. They investigate complaints and violations regarding dogs or other animals. As a part of their responsibilities, they also handle large animal carcass disposal and care. They would contact the Maine Department of Agriculture, Conservation, and Forestry if an investigation is warranted, and would follow the Department's animal carcass plan for proper procedures. If the ACO is needed for any reason, Bridgton officials and residents can contact them. Their contact information is located in the Communications Annex.

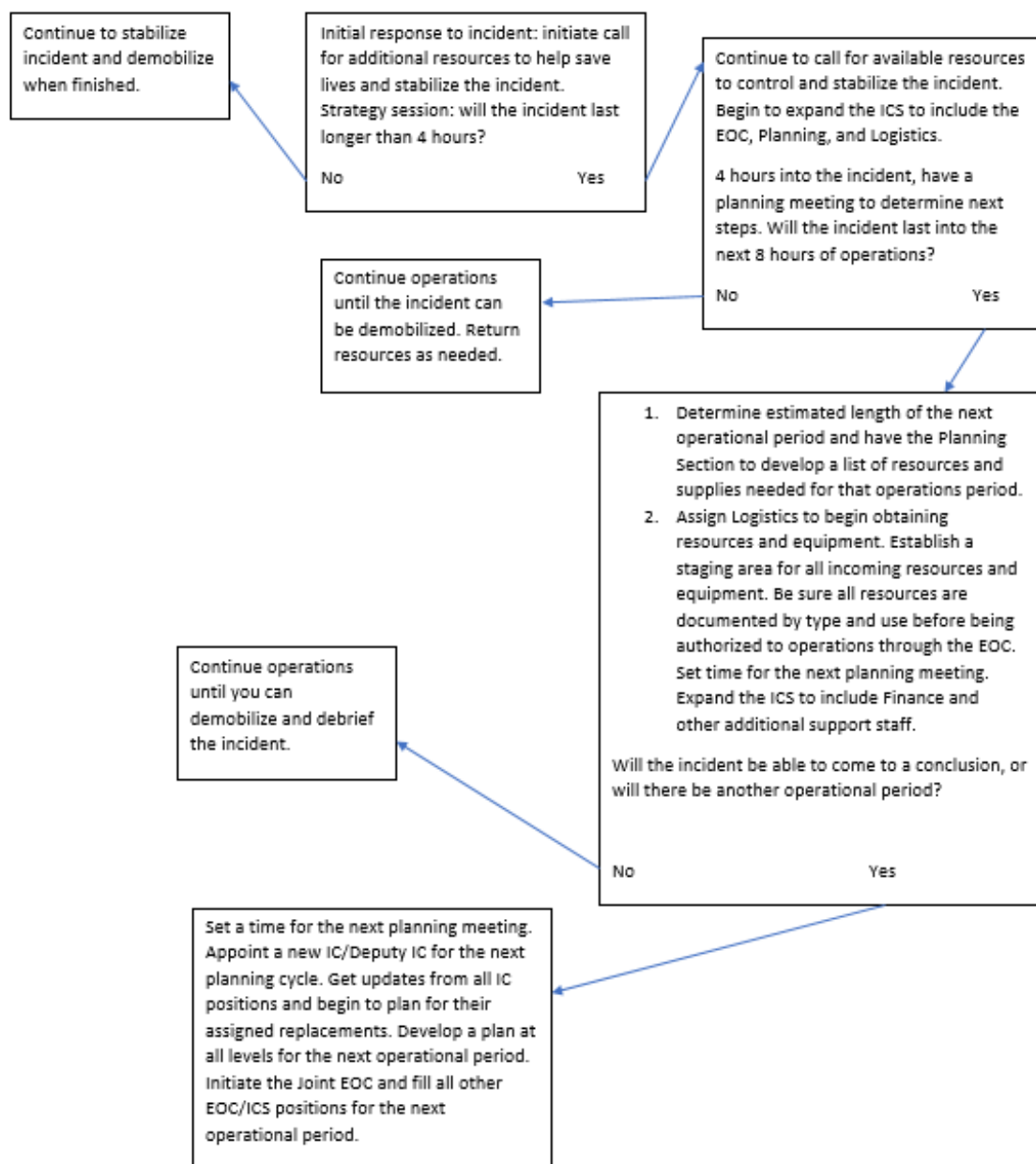
4. **Medical Reserve Corps:** This team is community-based and uses volunteers and aids in building the public health/disaster response not just in Cumberland County but nationwide. The team's volunteers are able to promote healthy living, public health initiatives, and prepare responses to emergencies regarding public health. The MRC teams are an addition to existing local emergency response teams and resources, and should be requested by Bridgton officials if their resources are needed.
5. **American Red Cross:** The American Red Cross must be requested by the EMA Director. To enact this, the EMA Director will contact CCEMA and CCEMA will contact the Red Cross. They are a nonprofit organization that offers emergency services, disaster relief, and disaster preparedness. They are also known for blood drives. The Red Cross works in conjunction with municipalities to ensure the town's regional shelters are ready for any emergency.

Packages

1. **Shelter in a Box:** The "Shelter in a Box" package was created by CCEMA in order to make sure shelters in municipalities are prepared. In the event of a disaster where communities are needing shelters, the "Shelter in a Box" includes a plan, checklist, and other guidelines for Shelter Managers. If Bridgton needs to request this package, the EMA Director will contact CCEMA by phone or email.

Response Process

If the town experiences a major incident, the first 24 hours are critical. The diagram on the next page outlines Bridgton's response process. A major incident is defined by how long it will occur, typically over 4 hours. A major incident in Bridgton may include a severe storm, a wildfire, or a mass casualty event. Bridgton's town management and emergency services will follow this cycle until the incident has subsided.



Annex E: Hazard Mitigation Plan

The purpose of a HazMit Plan is to eliminate the hazards that pose a significant threat to citizens of Bridgton, or to reduce the effects of unavoidable hazards. Hazard mitigation generally falls at the local level through ordinances and policies. This plan can protect community members from disasters by offering three things:

1. Eliminate hazards, reduce severity, or reduce the frequency of an occurrence.
2. Protect those who come in contact with a hazard.
3. Alter the ways community members live in order to avoid the hazard.

The HazMit Plan is looking toward the future, and is intended to minimize threats on a long-term basis. It is important to note that mitigation is not a quick fix to make it through the next disaster.

Mitigation can occur as a single purpose or ongoing purpose, or it can be a part of the repair and restore process after a disaster has occurred.

The Bridgton EMA also has responsibilities when it comes to the Hazard Mitigation Plan. These responsibilities are to:

1. Inform and educate the public.
2. Assist the community in identifying potential hazards.
3. Coordinating progress towards completion.

As well as the Bridgton EMA, other emergency services and town departments in Bridgton have some responsibilities within the Hazard Mitigation Plan. These responsibilities are:

1. Fund mitigation projects.
2. Draft and ratify local ordinances.
3. Monitor compliance with mitigation standards and regulations.
4. Evaluate the performance and local costs of mitigation efforts.
5. Search for mitigation resources such as manpower, materials, funds and skills.

Bridgton falls under Cumberland County's HazMit Plan, which means that any hazard mitigation projects Bridgton has planned, will be included in Cumberland County's Plan. To learn more about Bridgton's current projects, please see the EOP Extension Binder in the EMA office. To learn more about CCEMA's HazMit Plan, please see this link: [CCEMA HazMit Plan](#). In the event of a Hazard Mitigation incident, Bridgton will rely on this plan and CCEMA for their guidance and resources.

Annex F: Continuity of Operations Plan

This document focuses on the basic COOP elements: essential functions, orders of succession, delegations of authority, communications and information systems, essential records management, alternate locations, human resources, devolution, reconstitution, and the testing, training, and exercising (TT&E) program. Devolution is not currently feasible at the local level, so this element has been excluded from the COOP Plan. The development of procedures that address the basic COOP elements, and work together with other plans, allows for an uninterrupted execution of Bridgton's essential functions.

During an emergency, Bridgton department'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. The most likely causes of such disruption in Bridgton are severe winter storms, widespread utility failure, widespread fires, or credible threats of actions that would prevent access to or use of town facilities. During these emergencies, Bridgton facilities will relocate their staff and resources to an alternate location identified as the Emergency Relocation Site (ERS). Bridgton departments, the time it would take for the employees to get set up at the ERS, and other organizations affected by the relocation are listed in the table below.

Function	RTO	Organizations/Partners Involved
Implement direction, coordination, and policy-making functions, approving plans and goals	3-5 days	Town Management
Payroll, accounts payable/receivables	3-5 days	Finance Department
General assistance, registrations (boats, vehicles, etc.), marriage/birth/death certificates	10-14 days	Town Clerk
Building inspections and permits, site plans, assessing	3-5 days	Code Enforcement Department
Public health and safety, living condition complaints	1 day	Health Department
Coordination of emergency services, plan reviews and updates, grant writing	1 day	Emergency Management
Manage volunteers for rec programs, rec program development	3-5 days	Recreation Department
Planning and development	3-5 days	Community Development

activities		
Fire suppression, vehicle accidents, etc.	1 day	Fire Department
Maintain law and order, arrests, public assistance	1 day	Police Department
Maintain roads, vehicle maintenance	10-14 days	Public Works
Treatment plant operations, pump station maintenance	10-14 days	Wastewater Department
Parks and cemetery maintenance	10-14 days	Parks Department
Recycling, waste management	10-14 days	Transfer Station

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.

For Bridgton, here are the continuity implementation procedures:

- Determine how long building will be untenable, determined by the Town Manager.
- Determine whether functions of Bridgton departments should be delayed until reoccupation is permitted, or if services should be provided from another location. This determination is made by the Town Manager.
- If services are to be provided from another location, determination must be made by the Town Manager on where the location will be, and what resources are needed for that location to become operational.
- Once operational, notifications must be made to municipal leadership, staff, partners, and general populace about the new operating location. All notifications will be made by the Town Manager.

The COOP Plan can be activated for a number of reasons. It can be activated as a response to a local emergency within Bridgton, a regional (state-wide) or national (country-wide) emergency, or as a response to a national security emergency. It is important to note that the types of emergencies that are listed are *not* all that could prompt COOP activation, although they *are* the most likely to occur at that level.

Local: localized wildfire or a fire in a home or business, attack on businesses/homes, summer or winter storms.

Regional or national: Hurricanes, flooding, severe summer or winter storms.

National security: Terrorist attacks or use of weapons of mass destruction.

These types of emergencies would then generate the need for all affected Bridgton departments to begin the relocation process, which is a part of the COOP activation. Depending on the department, ERS's will differ. ERS information is below.

Bridgton must designate one primary ERS and several other sites that are appropriate to support the relocation group following an emergency that disables the infrastructure supporting town activities that occur at the Municipal Complex and/or other town facilities. The ERS should be used when the Municipal Complex and/or the other town offices are closed to normal business activities, due to an emergency. The ERS must have adequate space, the necessary equipment, and the connectivity capabilities to support relocating each relocation group responsible for performing essential functions.

There are alternate locations that might be available and considered for use as an ERS, however the main alternate location is the Town Hall. The Bridgton Community Center and local churches are all options as well, if they are not affected by the emergency. Alliance Church, St. Joseph's Church, and the First Congregational Church are considered Points of Distribution for distributing food and supplies to Bridgton residents during and after an emergency. If these locations are actively being used as distribution centers during the emergency, the ERS must be located elsewhere.

All departments located within the Municipal Complex will be relocated to the Town Hall. The Police and Fire Departments and the Emergency Management Agency will relocate to Central Fire Station. Anyone working at the Community Center will relocate to the Town Hall, as well. If MSAD 61 schools in Bridgton (Stevens Brook Elementary School and Lake Region Middle School) are affected, they will relocate to Lake Region High School in Naples. Because Bridgton Academy has many buildings on campus, the staff will relocate to another, unaffected building on campus.

Each Fire Station in Bridgton will relocate to another Fire Station if that area is affected. The Public Works Department will relocate to the Municipal Complex if it is able to support staff. Transfer Station staff and any equipment will relocate to the Public Works facility if it is able to support staff.

More distant locations for relocations include...

Orders of Succession and Delegations of Authority

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

Orders of succession is a list of positions, rather than names of individuals, that identify who is authorized to assume a particular leadership role under specific circumstances. Bridgton departments must establish and document, in writing, orders of succession in advance of an emergency and ensure there is an orderly and pre-defined transition of leadership during any change in normal operations.

Delegations of authority ensure the orderly and pre-determined transition of responsibilities within a department during a COOP activation and are closely tied to succession. Delegations of authority will generally specify a particular function that an individual is authorized to perform and includes restrictions and limitations associated with the authority. Delegations of authority are an essential part of a department's continuity operations and should ensure the department and its employees can perform its essential functions and continuity operations.

Order of Succession for Town Manager
Town Manager
Deputy Town Manager
Selectboard Chairman

Essential Records Management

Essential records are information systems, technology, applications and infrastructure, electronic and hardcopy documents, references, and originals and/or copies of records that a department needs to meet operational responsibilities or to protect the legal and financial rights of the employees working in the department. In addition to originals and copies of essential records – regardless of their format – departments must also consider the protection and use of information systems, technology, applications, infrastructure, and references needed to support the continued performance of essential functions and continuity operations during an emergency. The identification, protection, and availability of electronic and hardcopy essential records and electronic information systems needed to support essential functions during emergencies are critical elements of a successful COOP Plan activation.

Departments must also protect information that is needed for the resumption of normal operations for reconstitution. Each department has different functional responsibilities and needs. A department decides which records are essential to its operations and then assigns responsibility for maintaining current copies of those records to the appropriate personnel. Departments should have multiple copies of their essential records in several locations, such as a secure location for hardcopies and digital copies on a computer, or digitally on a flash drive.

Categories of essential records include the following:

Emergency Operating Records: Records and electronic information systems that are essential to the continued functioning or the reconstitution of a department during and after a COOP 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 a department's personnel with the guidance they need to continue and resume normal operations.

Legal and Financial Rights Records: These are the records that are critical to carrying out a department's essential legal and financial functions, which are vital to the protection of the legal and financial rights of the individuals who are directly affected by that department's activities. These records include those with such value that their loss would significantly impair the execution of essential functions to the legal or financial rights and entitlements of the department and the affected individuals. Examples of these records are: accounts receivable files; official personnel records; payroll, retirement, insurance records, property management records, and inventory records. Legal and financial rights records that are considered critical for continued performance of essential functions and continuity operations should be included in that department's emergency operating records and accessible at the ERS.

Bridgton's current essential records management system is as follows: all information that is to be kept will go into the storage room that is located the Municipal Complex lower level. This room is built in such a way that the documents, maps, and other information are all kept safe if something were to happen to the Municipal Complex. Many documents, such as voting ballots or car registrations, get destroyed after a certain number of years. The individuals that have access to all of this information, whether hardcopy or digital copy, are: the Town Manager, Deputy Town Manager, the Board of Selectmen, and all Department Heads.

In the event of relocation, those that have access to the records room may obtain any hardcopy essential records in order to successfully relocate and continue operations from the ERS. If records are digital, there are many different means to obtain those records, such as copying files to a flash drive to bring to the ERS, or bringing the computer in which those records are on to the ERS.

Communication and Information Management

The success of the COOP Plan being activated is dependent on the availability of and access to effective communication and information systems with the sufficient resources necessary to perform essential functions at the primary location and the ERS. These systems must support connectivity among leadership, internal employees, other town departments, external organizations, and the public under all conditions, and must be interoperable with essential functions. Communication capabilities must also be interoperable and reliable to enable communications involving multiple organizations.

Bridgton officials and departments rely on a phone tree in order to communicate effectively with each other and external organizations. This phone tree and a list of all contact information can be found in the Communications Annex.

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 Telecommunication Service	Wireless Priority Service	Telecommunication Service Priority	Physically Diverse Data Networks	Emergency Power	UHF/VHF mobile radio
Town Office	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
FD	X		X	X	X	X				X	X			X	X
PD	X	X	X	X	X	X				X	X			X	X
EMS	X		X	X		X									X
PW	X		X	X	X	X				X	X			X	X
EMA	X		X	X	X	X	X	X	X	X	X			X	X

Communication Capabilities:

- Telephone and Facsimile
 - Telephone
 - Facsimile
- Data Networks, Email, and Scanning
 - Wired Internet Access – GWI
 - Wireless Internet Access – GWI
- Conferencing
 - Telephone conferencing
 - Video conferencing
- Alternate

- Amateur Radio Network
- In-Transit Communications
 - Mobile telephone
 - CB Radio
- Additional Capabilities
 - Physically diverse Data Networks
 - Emergency power

Annex G: Mass Care Considerations

Mass Sheltering

Purpose of this section: To establish procedures for providing shelter protection, emergency lodging, and food to evacuees displaced as a result of emergency conditions or disaster situations. The town of Bridgton has two main locations in the event that citizens need to be sheltered for a period of time. These locations are the Community Center and Stevens Brooks Elementary School. A possible third location, if needed, would be Lake Region High School.

Warming/cooling centers are mainly established at the Community Center. A shelter can also be established here, if needed, for overnight stays. For up to 24 hours, the Community Center can hold up to 42 people, for between 24-72 hours, it can hold up to 21 people. For longer term sheltering, which is 72 hours or more, it can hold up to 8 people.

Stevens Brook Elementary School, which has been designated as the municipal shelter, can hold up to 155 people during evacuation sheltering for up to 24 hours. For short term sheltering, it can hold up to 77 people for between 24-72 hours. For longer term sheltering, which is more than 72 hours, the school can hold up to 31 people.

Lake Region High School holds a maximum of 450 people during evacuation and 225 people in long-term sheltering. The High School is known as a regional shelter, established with the American Red Cross. In the event of a disaster where Bridgton's local resources are exhausted, the American Red Cross will be notified by CCEMA officials to activate the high school as a regional shelter.

To learn more about each location, their services, and procedures, please see the Shelter Binder which is located in the EMA office.

Small scale and localized incidents may require evacuation and lodging of a small population, whereas a major disaster would require lodging and feeding of large masses.

In some situations, time might not allow for activation of public shelters, or there may be inadequate shelter spaces available. In such cases, the public would have to be instructed on sheltering in place techniques.

For the first 72 hours of a shelter activation, the American Red Cross will not be at the location to assist shelter staff. This is because they need time to mobilize their shelter trailer. If personnel are available, they will notify the EMA Director by phone call, text, or email to let them know they will be arriving at their requested location.

Mass Care Site Types

The following are the types of mass care sites that could be activated in Bridgton:

- A. Regional Shelter:** Regional shelters are larger, more formal overnight dormitory operations, often with assistance from the ARC, at pre-designated locations throughout the county and state. All volunteers must be trained by Bridgton EMA

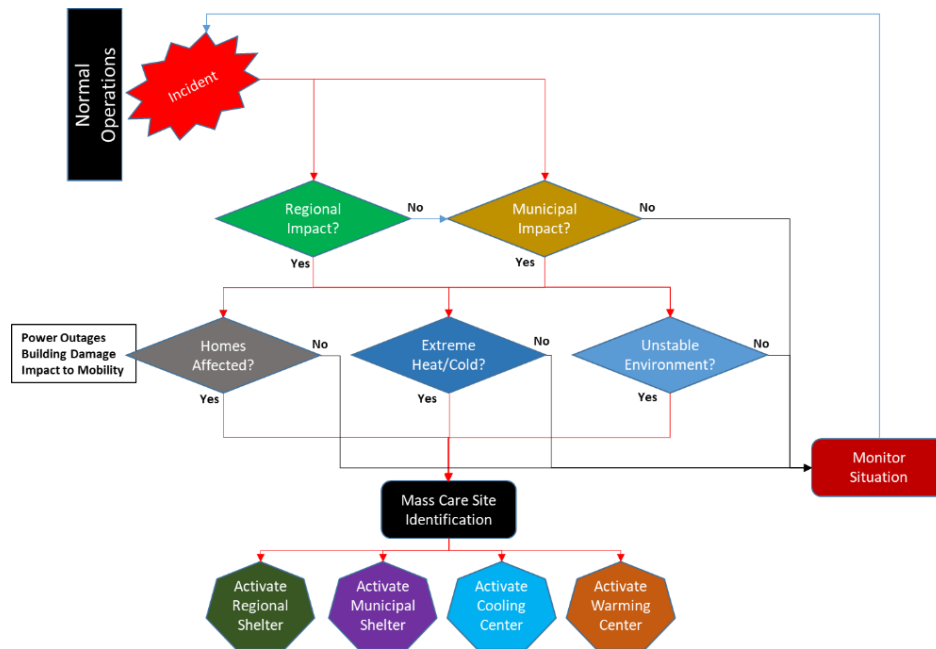
or the ARC. Training includes how to operate a shelter during an emergency – this training must be done before an emergency occurs. The decision to open is based on the part of the county where the need is greatest. Regional shelters are typically generator-equipped and fully accessible, having sleeping, showering, and restroom facilities, and can often provide hot meals.

- B. Municipal Shelter:** This type of shelter is more temporary than a regional shelter, and may be setup for 24-hour operation. They are located, established, funded, and operated by volunteers from the community, who must first complete shelter training and any other relevant training. The potential locations for a municipal shelter may include a library, community center, a town hall, or a church. Communities may make arrangements with school districts for use of school buildings, when those are available. Some of these facilities may be equipped with emergency power, telephones, and Wi-Fi connectivity. Some municipal shelter locations may offer meals, snacks, and drinks. Service provided at these facilities are at the discretion of the municipality.
- C. Warming/Cooling Center:** These facilities are primarily for offering a place to get out of extreme weather. Training is not required for a warming/cooling center; however, it is recommended. Services at warming/cooling centers include bathroom and shower facilities, light food and drinks, and electricity. Other services may be available, though that is a decision for the facility owner and Shelter Manager.

Mass Care Activation Process

Activation of any mass care site requires a detailed decision process, one that is flexible and scalable to meet the needs of potential events that could prompt the need for mass care of Bridgton residents.

It may not be necessary to activate every aspect of the Shelter Manager's Handbook for all emergency situations, but that is something that should be considered, planned for, and implemented at appropriate times.



Detailed Activation Procedure:

1. Occurrence of extreme heat or cold weather, a storm projected to come through the region, or another event not related to weather.
2. The Town Manager or their designee is notified, and determines the need for a warming/cooling center or a shelter.
3. The Town Manager or their designee will convene a meeting to discuss activation.
 - a. Participants will include: town management, Bridgton EMA, and the facility owner.
 - b. Topics to be discussed: the current situation, current Bridgton capabilities and resources that may be used, and the need for activation.
 - c. They will also determine which location is best for the emergency at hand.
4. Once the decision is made to activate, the Town Manager, their designee, or the EMA Director will contact the facility owner.
 - a. Topics to be discussed: activation timeframe, barriers to activation, resources the facility needs on-site, and the designation of the Shelter Manager.
5. Once a set-up timeline has been established, the Town Manager or their designee will begin notifying the appropriate parties.
 - a. Bridgton EMA, who will then contact:
 - i. Local emergency services
 - ii. Facility owner
 - iii. Volunteers
 - iv. Local resource organizations
 - v. CCEMA
 - b. Town Office, who will then contact:
 - i. Municipal staff

- ii. The general public via social media, website updates, or news media
- 6. Once activation has been authorized, notifications will be made to volunteers and other staff to begin opening the warming/cooling center or the shelter.
- 7. Once set-up of the facility is completed, doors will be opened to anyone needing shelter.

Activation and Deactivation Triggers:

Activation and deactivation triggers will be the same for both locations, as well. These are *not* the only things that could trigger a shelter or a warming/cooling center activation, but they *are* the most likely to happen within and around Bridgton.

Activation triggers may include: extreme hot or cold temperatures, a significant winter or summer storm, and power outages as a result.

Deactivation triggers may include: temperatures have returned to normal (or non-threatening), the storm is completely over, and notification of complete power restoration.

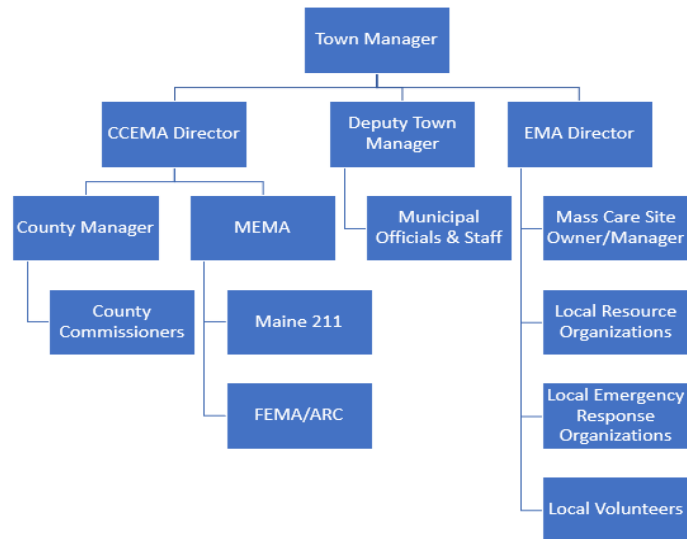
Activation Authority:

Mass Care Site Type	Authority to Activate	Coordinating Parties
Regional Shelter	CCEMA Director Cumberland County Manager	Town management Local emergency response partners Facility owner
Municipal Shelter	Town Manager or Board of Selectmen Bridgton EMA Director	CCEMA Director Local emergency response partners Facility owner
Warming/Cooling Center	Town Manager or Board of Selectmen Bridgton EMA Director	Bridgton EMA or CCEMA Local emergency response partners Facility owner

Notification Process:

It is critical that the notification of the opening and closing of a shelter or warming/cooling center is accomplished in a timely manner. In order to expedite this process, procedures have been developed to confirm these notifications take place. The notification of town leadership, staff, and the community will be the same as identified in

Annex B. The notification process for pre-determined volunteers and CCEMA is listed below. A table that outlines the notification process is below, as well.



Notification of Shelter Volunteers: Volunteers for warming/cooling centers or a shelter will be notified by the Shelter Manager by phone or email before the location is scheduled to open.

Notification of CCEMA: The EMA Director and the Shelter Manager will work together to determine whether more resources are needed. If it is determined that more resources are needed to operate the shelter or warming/cooling center, CCEMA will be contacted by the EMA Director, by phone, text, or email.

Direction and Control

The Bridgton EMA Director is responsible for informing the Town Manager. The EMA Director is also responsible for coordinating the planning by other agencies and departments.

The EMA Director appoints the Shelter Manager to oversee shelter operations and provide support in planning. Under most circumstances, the Shelter Manager will work out of the EOC. Supporting agencies and their staff will work under the direction of the Shelter Manager. All sheltering activities must be coordinated through the Shelter Manager. If they are unable to meet the responsibilities of the position, the position will be filled by the EMA Director, who may choose to redelegate this authority.

Shelter Managers will be responsible for the operation of their individual shelters. The Shelter Managers Handbook should be used as a reference for shelter organization. Please see the Shelter Binder for this Handbook, which is located in the EMA office.

Bridgton officials should be prepared to assist shelter operations, and should be prepared to offer staff and/or resources.

Mass Care Planning Elements

The following are the considerations that need to be made when identifying, and subsequently planning for a mass care site of any type.

- **Activation/Deactivation Triggers:** What are the decision points to decide whether to open or close a mass care site? What are the criteria that go into making that decision?
- **Services Available:** What services will you to provide to those who will be using the site? Examples include, but are not limited to: phone charging capability, Wi-Fi, food, and pet sheltering.
- **Notifications:** How will Bridgton officials notify the following entities that they have opened a mass care site: state and local officials, county government, CCEMA, local responders, partners, and the public?
- **Resource Management:** What resources are already available at the site? What resources would have to be brought, and from where? How would resource resupply occur?

Coordination

If needed, the Shelter Manager, the EMA Director, and CCEMA can communicate by phone, text, or email on available resources and supplies. The Shelter Manager would create a list of resources that are needed at the shelter. Then, the EMA Director would contact CCEMA. CCEMA could receive information and supplies from MEMA and distribute them to local EMA Directors as appropriate.

The EMA Director will coordinate with municipal officials, school systems, and other town facility owners.

Communications with most shelters may be limited. Police and Fire Departments may help to obtain mobile/portable radios for emergency communications in shelters.

Reports

The following records should be kept by the Shelter Managers. To find these forms, please see the Shelter Managers Handbook, located in the EMA office.

- a. Personnel records.
- b. A list of current individuals and families at the shelter.
- c. Expense records.
- d. Tools and equipment borrowed or loaned.

Limited Supplies

Due to a small number of available blankets, citizens requiring overnight shelter in Bridgton should be advised to take their own blankets and/or sleeping bags with them to the shelter.

Until shelters are supplied with long term food provisions, food supplies may be obtained from grocery stores, restaurants, and distributors.

Phases of Emergency Management**1. Preparedness**

- a. Review the Shelter Managers Handbook, identify short- and long-term facilities, and identify lodging and feeding resources.
- b. Identify locations that could serve as reception areas and draft agreements with the owners.
- c. Obtain necessary materials for implementation of Shelter Manager training programs.
- d. Coordinate emergency public information systems with the media.
- e. Outline a procedure for stocking shelters in an increased readiness phase.
- f. Coordinate with the Red Cross, if they are participating.
- g. Determine shelter requirements for registration, food, water, medical/health care, and sanitation.
- h. Assemble shelter management materials and stockpile supplies.
- i. Prepare plans and operating procedures for shelters, including crisis plans, reception plans, and care plans.
- j. Inform citizens of the availability and locations of shelters through the ongoing public information system.
- k. Select shelters, assign Shelter Managers, and distribute the Shelter Managers Handbook.

2. Response

- a. Open and staff the shelters and reception areas that the Red Cross is unable to establish.
- b. Activate the emergency public information system.
- c. Mark or otherwise visually identify shelters, post directional signs to restrooms, charging stations for cell phones, etc.
- d. Maintain records of financial expenditures.
- e. Coordinate with the Red Cross on shelter efforts, if they are participating.
- f. Coordinate the distribution of shelter material and supplies.

3. Recovery

- a. Deactivate unnecessary shelters and have evacuees return to their homes when it is deemed safe by Bridgton officials.
- b. Clean, repair, and restore shelters to their original condition, return borrowed equipment, and replace used supplies.
- c. Complete shelter expense reports and submit them for payment to the Red Cross for shelters operated by them, and to the EMA Director for shelters operated by Bridgton.
- d. Prepare a report of all activities during the time in which the shelters were activated.

Responsibilities for Activation

Shelter Manager – Shelter Managers will meet with the facility owner and the Bridgton EMA Director beforehand, and make sure that the Elementary School or the Community Center are ready for people to arrive. They will provide supervision over the volunteers and the shelter or warming/cooling center. They will meet with volunteers regularly, check in with residents, and notify the Emergency Operations Center (EOC) if extra services are needed.

Volunteers – Volunteers provide supervision over the areas in the shelter or warming/cooling center that require it. They will make sure that job duties are clearly identified before the shelter or warming/cooling center opens. They will help other volunteers set up their areas by putting up signage or placing tables and chairs. Volunteers will meet with Shelter Managers regularly to update them, and rotate shifts as necessary. Another responsibility for volunteers will be to monitor the first aid area, if there is one, to make sure no one needs hospitalization.

Bridgton EMA – The EMA Director and the facility owner will together assign the role of Shelter Manager to a well-trained and knowledgeable individual. The Bridgton EMA Director will provide communication through radios or cell phones. The EMA Director will coordinate with the Cumberland County Animal Response Team (CCART) on domesticated pets and CCEMA if any of their resources are needed.

Responsibilities for Deactivation

Shelter Manager – The Shelter Manager should recognize when the location is ready to begin deactivation procedures. They will begin the deactivation process and guarantee that volunteers are actively demobilizing their areas, and help them if needed. They will double check that everyone staying at the shelter or warming/cooling center has left. After closure, Shelter Managers will deliver all paperwork that was collected during the activation period and deliver it to the EMA Director. A closing walk-through will be the very last thing Shelter Managers do, with the EMA Director and the facility owner. This is to guarantee the locations are back into pre-emergency conditions.

Volunteers – Volunteers will demobilize each area of the shelter, and assist others in bringing things back to storage (tables, chairs, room dividers, etc.).

Bridgton EMA – The EMA Director will assist the Shelter Manager and volunteers in the deactivation process. All paperwork and forms must be delivered to the EMA Director, who will then keep these forms in the EMA office.

Administration and Logistics

The facility owner will be responsible for establishing and managing the shelters. During a shelter's operation, a volunteer will clean the facility, such as high-traffic areas and the bathrooms. Facilities will be opened and managed by facility personnel, including feeding efforts.

Registration forms should be maintained at each shelter and registration center.

No citizen may be denied access to the shelters because of their race, ethnicity, age, sex, or disability. Efforts should be made to accommodate needs of disabled individuals. Citizens with contagious illnesses will be quarantined as appropriate.

Citizens with animals should be referred to the appropriate shelter, and should not be turned away or denied.

Annex H: Point of Distribution Structure

The town of Bridgton has four designated locations for Commodity Points of Distribution (C-POD). These locations are: First Congregational Church, Alliance Church, Shawnee Peak, and St. Joseph's Church. These locations were assessed by a FEMA Team and established to be distribution locations for the town of Bridgton; to learn more about each location and its capabilities, please see the C-POD Binder, which is located in the EMA office. Each location will have a POD Manager and a Deputy Manager. The positions will be filled by staff/volunteers at those locations, or the town will fill those positions. Town staff that could fill this role include the EMA Director, Fire or Police Department Staff, or a staff member of the Town Office.

The POD Manager, Responsibilities:

1. Reports to the EMA Director before the emergency begins.
2. Supervises the POD Deputy Manager, Loading/Ration Crew Leader, Flow Crew Leader, and the Off-Loading/Supply Crew Leader. To fill these roles, Bridgton would rely on town staff and volunteers.
3. **Job summary:** As the senior decision maker, the POD Manager oversees and manages all aspects of the POD's operation, including site setup, commodity distribution, movement of the public, keeping stock of equipment and supplies, and deactivation. The POD Manager will maintain proper lines of command, control, and communication and will ensure all key information is reported. The information can be given by phone, text, or email to the EMA Director. The POD Manager has the authority to make changes to the POD if it improves operational efficiency or eliminates a safety hazard. Before the POD location opens, the POD Manager should conduct a shift briefing with all staff.

Start of shift:

1. Assess the physical aspects of the site, the amount of available equipment and supplies, and the number of trained and untrained crew members.
2. Receive a transition briefing from the outgoing POD Manager.
3. Conduct a site walk-through with the Police Chief and outgoing POD Manager. Make sure that the site can continue to support safe operations and distribution of commodities to the public.
4. Take possession of equipment and supplies from the outgoing POD Manager. Find a way to identify yourself as the POD Manager.
5. Contact the EMA Director and give updates to them, as needed, by phone, text, or email.
6. Receive a list of staff assignments from the POD Deputy Manager.
7. Ensure that Crew Leaders conduct just-in-time-training for any new staff.












8. Ensure that all staff members have visible identification.

During shift:

1. Receive instruction from and provide situational updates to the EMA Director. Communicate general information to the POD staff.
2. Each location will hold regular meetings with the POD Deputy Manager, Police Chief, and the EMA Director. These meetings will take place every 4-5 hours during the location's operation period.
3. Discuss problems or areas where additional support is needed.
4. The POD Manager must be visible and accessible while moving around the site.
5. Work closely with the Police Department to ensure that the site remains safe and secure.
6. The POD Manager should instruct the Off-Loading/Supply Crew Leader to inform them of equipment breakdowns or inbound truck delays.
7. POD staff should work together to determine the point at which the location will run out of commodities, and alert the EMA Director.
8. As supplies and commodities are unloaded, the POD Manager should work with the Off-Loading/Supply Crew Leader to ensure that empty pallets are placed in a designated area until they are needed for deactivation purposes.

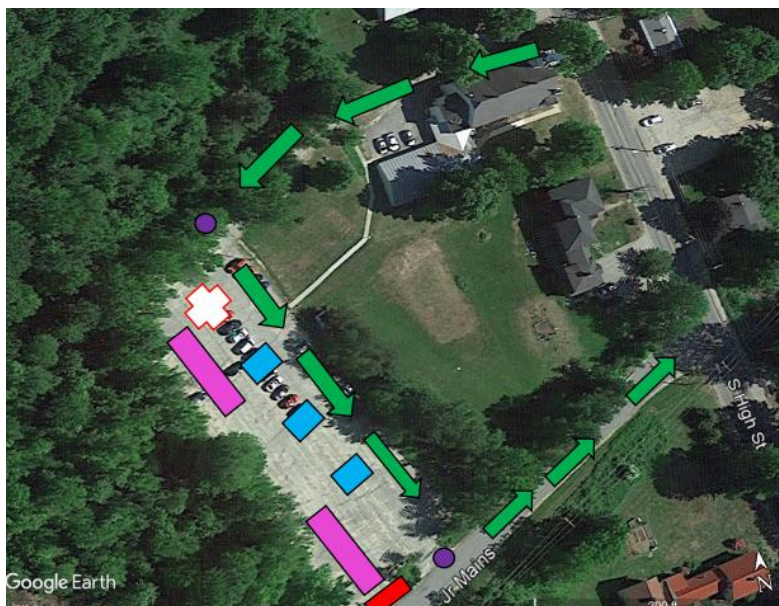
The C-POD layout key is shown below. This key is used for each of the distribution site's schematics, which are the images that follow. Each location will have their own leadership, structure, and rules. Because of this, the locations will be considered independent from one another.

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
-  • White Cross – American Red Cross

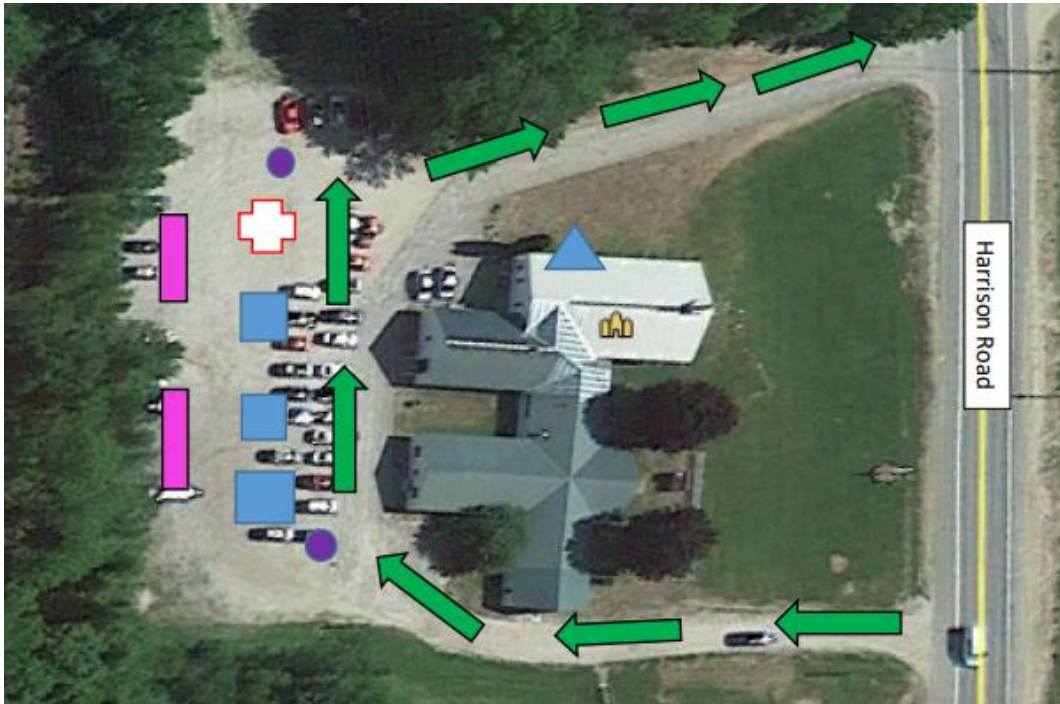
First Congregational Church

33 South High Street, Bridgton, ME 04009



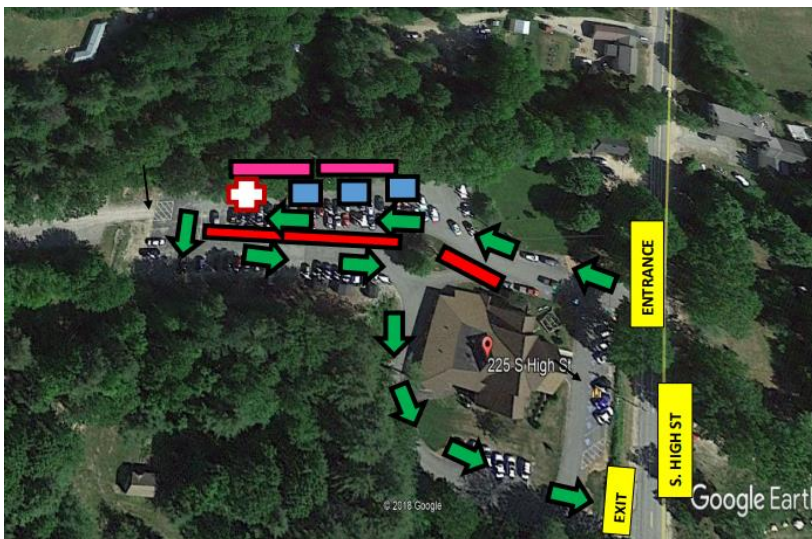
Alliance Church

368 Harrison Rd, Bridgton, ME 04009



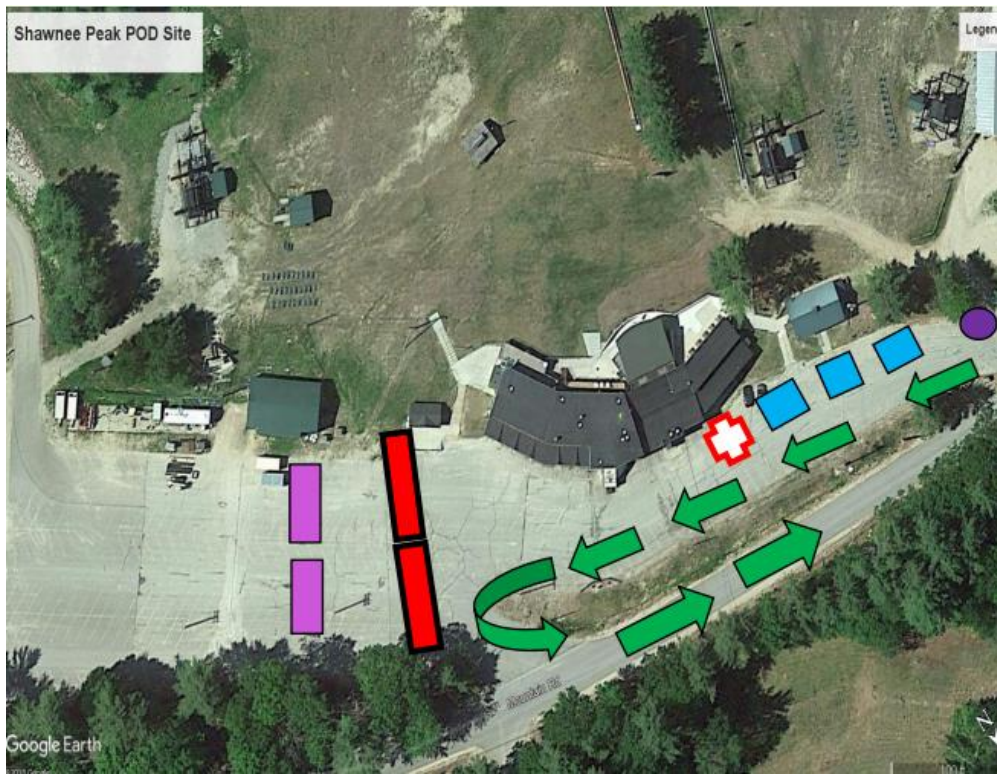
St. Joseph Church

225 South High Street, Bridgton,
ME 04009



Shawnee Peak

119 Mountain Rd, Bridgton, ME 04009



Annex I: Reconstitution and Recovery

Reconstitution and recovery include damage assessment, debris management, disaster assistance, and hazard mitigation. To find more information about hazard mitigation, please refer to Annex E.

Damage Assessment

Damage assessment and safety inspections will take place concurrently with other response and recovery activities, by the Code Enforcement Office. These activities will prioritize critical infrastructure, and whenever possible, work with geographic areas utilized for debris management activities. When the Code Enforcement Officer does their assessments and inspection, they will use the appropriate certifications and building code to determine whether a building is structurally sound. During these assessments, they will also determine whether the foundation of a building was already damaged before, or if the damage was caused by the storm or flood.

The Bridgton EMA Director will need to carry out an Initial Damage Assessment (IDA) for resources within the town. Detailed safety inspections of town resources and other critical resources will also be needed. When the Bridgton EMA Director does their assessments and inspections, they need to turn in ICS Form 7 for an IDA. The EMA Director's primary responsibilities during damage assessments will be to:

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

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

- The Bridgton EMA Director provides an IDA to Cumberland County estimating monetary damages. The form will be provided by the EMA Director to CCEMA by email if available, mail, or by personally delivering it.
 - If public assistance is sought, the damage assessment includes information on damages to infrastructure, public facilities, and essential facilities. 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.
- CCEMA submits the IDA to MEMA, including information about all damages within the rest of the county.
- If thresholds are met, MEMA and FEMA will initiate a joint Preliminary Damage Assessment, in which state and federal staff will visit the damaged areas and independently assess the damages.

Debris Management

Debris removal operations are defined as the “cradle to grave” activities to collect disaster-related debris from the public right of way and facilities, and transport the debris to a temporary or permanent disposal site.

Debris removal operations typically begin 2-5 days following a major disaster; however, the Public Works Department will clear roads immediately to allow emergency services to respond quickly and efficiently. This allows time for affected citizens to return to their homes and begin the clean-up process. Community members then place the debris on the public rights-of-way for collection.

The Debris Management Plan is an important part in making sure that all debris is clear from the affected area(s) and that proper procedures are followed.

The Debris Management Plan for the town of Bridgton is currently being reviewed and upon completion, will be added to the EOP Extension Binder, which is located in the EMA office.

Critical Infrastructure

There are many ways to describe critical infrastructure. It can entail transportation, energy, health, and water, among others. If any of these infrastructures get damaged and generate debris, the Debris Management Plan could be activated to clean up the debris in a quick, yet efficient manner so they are able to go back to normal operations as soon as possible.

During an emergency in Bridgton, there are various critical infrastructures that should be prioritized before an emergency occurs to keep the power on. Priority order would vary based on the situation at hand. The Town Manager, EMA Director, and the Department Heads of Public Works, and the Police and Fire Department will create a priority list, again based on the situation. The Town Manager has the ultimate Authority. This list, once created and approved, will be sent by the EMA Director to CCEMA. Critical infrastructures in Bridgton include, but are not limited to:

- Hospital
- Assisted living facilities
- MSAD61 schools
- EMA
- Police Department
- Town offices
- Old town hall
- All fire stations
- Transfer station
- Town garage

- Community center
- Sewer department
- Bridgton Water District
- Local gas stations (Irving, The Big Apple, Citgo)
- Grocery stores (Food City, Hannaford)
- Propane companies (Dead River, Pit Stop)

Disaster Assistance

The purpose of this document is to outline the procedures that may be implemented following a disaster to assist victims of the disaster. In an emergency or disaster situation, there will be damage and a need for technical and financial assistance for the community.

Local assistance efforts may be immediately implemented, whereas state and federal programs may take several days to activate.

Phases of Emergency Management

1. Preparedness

- a. Review the Debris Management Plan on a regular basis, and activate it when absolutely necessary to reduce debris pile up.
- b. Select potential locations for disaster assistance programs and agencies to be set up for victims.
- c. Review and coordinate public information systems to inform the public of the assistance programs that are available.
- d. Coordinate the resources that are available, and alert mutual aid communities if they are needed.
- e. Communities should be familiar with the potential hazard areas, building codes, and land use regulations.
- f. Emphasize public awareness of potential hazards and disaster response options, as well as programs such as flood insurance and recovery after an emergency.
- g. Develop a plan to coordinate the responses of any disaster assistance agencies, if they are needed.
- h. Establish a Disaster Recovery Center (DRC), where victims can report to seek assistance. Notify the public of the locations of the assistance centers once they are open.

2. Response

- a. Activate recovery systems, damage assessment teams, and disaster assistance organizations for victims, if there are any.
 - b. Coordinate the programs between the agencies involved.
 - c. Submit applications for assistance to the appropriate state or federal agencies.
 - d. Utilize mutual aid resources, and request state or federal aid when local resources have been exhausted.
3. Recovery
- a. Conduct post-disaster critiques to determine inadequacies in the systems or plan.
 - b. Ensure all critical infrastructures are up and running to normal operations.
 - c. Debrief all staff and teams.
 - d. Ensure that all of the victims have been cared for.
 - e. Deactivate or remove assistance programs as needed, as the emergency subsides.

Responsibilities

1. Bridgton EMA
- a. Establish a public information system to inform the victims and families of the services that are available.
 - b. Conduct recovery briefings and assist the DRC.
 - c. Coordinate the recovery efforts and serve as the communications interface between local and state agencies.
 - d. Actively distribute useful information to the public, including assistance programs that are available, status of the incidents, traffic flow, and shelter locations where relatives may be found.
 - e. Call private contractors and other assistance as necessary.
 - f. Inform the public of any assistance programs and where they are located.
2. CCEMA
- a. Act as a liaison between other local, state, and federal agencies.
 - b. May choose to activate the Recovery Base Plan if Bridgton's resources have been completely exhausted.
3. MEMA
- a. Act as a liaison between local agencies, other state agencies, and federal agencies if they are needed.

- b. Once all other plans and resources have been exhausted, MEMA may decide to activate Emergency Support Function 14 – Transition to Recovery.
- 4. Fire Department
 - a. Respond to fires.
 - b. Remove victims trapped in debris.
 - c. Identify unsafe buildings with the local building inspector and prevent access to them.
 - d. Notify utilities to cut off power where lines are down or could otherwise present a hazard.
- 5. Police Department
 - a. Maintain law and order.
 - b. Provide traffic control and limit access to restricted areas.
 - c. Provide security to shelters and other key facilities.
 - d. Assist the families and individuals returning to their homes after the emergency begins to subside.
- 6. Medical/EMS
 - a. Establish a field/triage station.
 - b. Assist injured victims. Provide basic first-aid to non-seriously injured victims.
 - c. Transport seriously injured victims to the appropriate medical facilities.
 - d. Assist the Fire Department with rescue operations.
 - e. Provide medical services in shelters and other critical facilities.
- 7. Disaster Assistance Organizations (The American Red Cross, the Salvation Army, and FEMA)
 - a. Inform the public of assistance programs that are available, in conjunction with Bridgton EMA.
 - b. Participate in establishing a DRC where assistance programs can be coordinated.
 - c. When necessary, coordinate assistance between multiple organizations to minimize duplication of benefits.
 - d. Assist in providing food, shelter, and sanitary facilities for victims.
- 8. Utilities
 - a. Repair and restore damaged powerlines and facilities needed to make sure electrical power is available for emergency use.

- b. Prioritize repairs to critical facilities.
 - c. Cut off power to down electric lines and broken gas or water lines.
 - d. Repair utilities on a priority basis.
9. Public Works
- a. Pump and drain water and other flood deposits to facilitate rescue efforts and emergency repair.
 - b. Assist in rescue efforts by removing debris and rubble.
 - c. Clear roads and barricade damaged areas as directed.
 - d. Repair sewers to remedy unsanitary conditions.
 - e. Provide portable water and temporary sanitary facilities as needed.
 - f. Assist in debris clearing, digging, excavating, lifting of weights, etc.
 - g. Assist in the damage assessment.

Operational Sites

A DRC will be established where victims can apply for recovery assistance in a disaster area. The location of the DRC will be pre-determined by collaboration between local and state governments, and assistance organizations. Citizens of Bridgton will be notified by any means necessary of the location of the DRC and other assistance organizations, should they need them.

When considering a location for a potential DRC, these things should be kept in mind:

1. Proximity to the affected area.
2. Parking availability.
3. Accessibility to public transportation.
4. Ability of the site to accommodate representatives of assistance agencies, and the expected number of individuals or families seeking assistance.

A DRC will be operated by a manager appointed by the EMA Director or town management, and will remain open as long as necessary.

Annex J: Testing, Training, and Exercising Program

An effective TT&E program is necessary for each department to prepare and validate emergency management plans, to verify the department's ability to perform its critical functions during a change in normal operating conditions. The TT&E capabilities are essential to demonstrating, assessing, and improving a department's ability to execute its mission, and the plans and procedures designed to continue it.

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

Department Heads are responsible for establishing and reviewing their department's TT&E activities.

Elements of the TT&E Program

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

Testing			
Frequency	Type of Test	Scenario/Objectives	Participants
Monthly	Communications test	Make sure phone numbers are updated, that new employees are included in the Phone Tree	CCEMA
Semi-annual	Mobile command center	Connect the MCC to a computer for Wi-Fi testing, ensure both phones are working	Bridgton EMA and CCEMA
Annual	COOP	Efficiency, reviewing, and exercising the plan	Town staff

- **Training:** Familiarizes personnel with their roles to support the performance of their department's emergency operations. Training results in a better understanding of resilience programs and procedures within a department. Each department has their own training program and schedule, and every 5 years, all departments come together to do one big training exercise.

Training			
Frequency	Type of Training	Scenario/Objectives	Participants
Annual	EOC	Dispatching and documentation	EOC staff
Annual	COOP	Relocating to, opening, and closing alternate location	Town staff
New hires Every other year	Red Cross sheltering	How to operate a shelter	Shelter staff
Initial training	NIMS	Incident management	EMA, Board of Selectmen, town staff
Every other year	ALICE	Active shooter	Town staff
Annual	Mandatory	Communications, safety in the workplace, harassment policies, drug safety and policies	Town staff
Every 5 years	Vigilant Guard	Large event training where sheltering, COOP, EOC, C-POD, transportation, and debris management training is conducted/executed	Town staff

- Exercises:** An exercise is an instrument to 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. Exercises can also be used for clarifying and training personnel in their roles and responsibilities, improving coordination and communications, improving individual performance, identifying gaps in resources, and identifying opportunities for improvement.

Exercises			
Frequency	Type of Exercise	Scenario/Objectives	Participants
Every 5 years	Tabletop	Extreme storm readiness	Town staff
Every 3 years	Limited	Possible field deployment; testing portable radios	Town staff
Every 3 years	Full scale	Full field deployment; relocating from primary to alternate location; setting up and closing site	Town staff
Every other year	Test or drill	Fire drill	Town staff
Annual	COOP	Reviewed and executed	Town staff

Multi-Year Training & Exercise Plan

Each department has a multi-year plan for their training and exercise activities; Department Heads are responsible for reviewing and updating their plans, which will be kept in the Department Heads' office. Every 5 years, all Department Heads come together to complete a training exercise. Many required activities can be done through coordination with CCEMA, and accomplished through partnerships with other local organizations.

Lessons Learned and Corrective Actions

All TT&E activities will be documented to include the type of training or exercise that will be conducted, the anticipated date of each activity, the audience for the activity, those who are completing the training, and what organization will lead the activity.

Lessons Learned Program

The lessons learned programs are 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 on things that are observed in real-world or training scenarios.

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 and procedures so that corrective actions can be developed to build on strengths and to address areas for improvement.

Corrective Action Program

The Corrective Action Program 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 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 template, developed and distributed by CCEMA. The report will include:

- The 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 K: Acronyms and Glossary

Acronyms

AAR	After Action Report
ACP	Agricultural Compliance Program
CCART	Cumberland County Animal Response Team
CCEMA	Cumberland County Emergency Management Agency
COOP	Continuity of Operations Plan
C-POD	Commodity Points of Distribution
DRC	Disaster Recovery Center
EMA	Emergency Management Agency
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HazMit	Hazard Mitigation
ICS	Incident Command System
IDA	Initial Damage Assessment
IMAT	Incident Management Assistance Teams
MAA	Mutual Aid Agreement(s)
MEMA	Maine Emergency Management Agency
MOU	Memorandum(s) of Understanding
POD	Point of Distribution
THIRA	Threat and Hazard Identification and Risk Assessment
TT&E	Testing, Training and Exercising Program

Glossary

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

Activation Level – The levels at which an emergency should be activated.

Alternate Location – The location other than the primary location, used to carry out critical functions or services following activation of the department's COOP plan.

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

Critical Functions – Organizational functions that are determined to be critical. These critical functions are then used to identify supporting tasks and resources that must be included in the department's resilience planning process.

Deactivation – Subsiding use of emergency plans and procedures as an emergency begins to devolve.

Hazard – A danger or risk that can be either chemical, natural (weather), or man-made (accidents).

Hazard Mitigation – Eliminate hazards that constitute a significant threat.

Incident – An occurrence or event 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 material 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.

Mass Care – The capability to provide shelter, feeding, basic first aid, distribution of services or items, and other services to community members affected by an emergency.

Mitigation – Refers to measures that can prevent an emergency, reduce the chance of an emergency, or reduce the damaging effects of an unavoidable emergency.

Municipal Shelter – More temporary than a regional shelter, and may be setup for 24-hour operation. They are located, established, funded, and operated by volunteers from the community where the municipality has opted to provide this valuable community service. The location selected may include a town library or community center, the town office, city hall, or a church. Communities may opt to make arrangement with school districts for use of facilities that have been designated as Regional Shelter facilities, when those are available. Some of these facilities have been equipped with emergency power, restrooms, telephones, and Wi-Fi connectivity. Some towns offer meals, snacks, and drinks. Service provided at these facilities are at the discretion of the municipality.

Normal Operations – Refers to the broad functions undertaken by a town facility or department 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.

Preparedness – Preparedness increases a community’s ability to respond when a disaster occurs.

Primary Location – The facility where a department’s leadership and staff operate on a day-to-day basis.

Recovery – The implementation of prioritized actions required to return Bridgton town departments and facilities, processes, and support functions to operational stability following a change in normal operations, which may have been a result of an emergency.

Regional Shelter – Larger, more formal overnight dormitory operations conducted, often with assistance from the American Red Cross, at pre-designated locations throughout the county and state. They are staffed by trained volunteers, many from our local area. The decision to open is based upon serving the part of the county where the need is greatest. Regional Shelters are typically generator-equipped, fully accessible, having sleeping, showering, and restroom facilities, and often can provide hot meals.

Response – The actions carried out immediately before, during and immediately after a hazard impact. The response is aimed at saving lives, reducing economic losses, and alleviating suffering.

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 a department’s critical functions and affect critical assets associated with continuing operations.

Shelter – The place at which civilians stay in the event of an emergency

Trigger – The event that prompts an activation. They are usually weather-related triggers.

Warming/Cooling Center – These facilities are primary for offering a place to get out of extreme weather. They typically do not provide additional services, though that is at the discretion of the municipality and/or facility owner.

Annex L: 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) Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans, Second Edition, November 2019

Annex M: Communications and Warning



INTERNAL USE ONLY

3 Chase St, Suite 1
Bridgton, ME 04009
<http://bridgtonmaine.org>
last updated: 12.14.2021

TOWN OFFICE / MISC.			POLICE / FIRE / TRANSFER STATION / GARAGE		
Municipal Office General		(207) 647-8786	Police Dept General		(207) 647-8814
Office Fax		(207) 647-8789	PD Fax		(207) 647-3110
Albrecht, Ashley	220	(207) 803-9954	Gendron, Grace	200	(207) 803-9975
Berube, Denis	212	(207) 803-9962	George, Brandon	205	(207) 803-9980
Chadbourn, Laurie	213	(207) 803-9950	Hammond, Craig	208	(207) 803-9983
Colello, Gary	255	(207) 803-9065	Johnson, Mitchell	209	(207) 803-9984
Day, Brenda	226	(207) 803-9963	Jones, Phil	201	(207) 803-9976
Domer, Jenna	227	(207) 803-9964	McCloud, Ryan	206	(207) 803-9981
Fleck, Georgiann	211	(207) 803-9959	Muise, Joshua	204	(207) 803-9979
Hayes, Leslie	N/A	(207) 595-9022	Regis, Matthew	203	(207) 803-9978
Hill, Victoria	217	(207) 803-9960	Reese, TJ	202	(207) 803-9977
Heymann, Holly	215	(207) 803-9957	Chaine, Mike	207	(207) 803-9982
Kirajji, Diane	254	(207) 803-9999	Eaton, Cynthia (ACO)		(207) 890-5313
Hodgkins, Nikki	234	(207) 803-9972			
LaCroix, Linda	218	(207) 803-9956			
Ferguson, Jamie-Lee	221	(207) 803-9953	Garland, Glen	219	(207) 803-9955
O'Connor, Erin	222	(207) 803-9952	EMA Perreault, Todd	233	(207) 803-9971
Peabody, Bob	214	(207) 803-9958	Pinkham, Catherine (Health Officer)	240	(207) 803-9064
Conf Room Speaker Phone	228	(207) 803-9965	Public Works General		(207) 647-2326
Counter, Station 1	216	(207) 803-9961	Public Services Director (D. Madsen)	251	(207) 803-9996
Counter, Station 2	223	(207) 803-9951	Public Works Garage / Maintenance	253	(207) 803-9998
			Public Works Foreman (J. Thompson)		(207) 256-7235
Salmon Point		(207) 647-5229	Wastewater Foreman (J. Adams)		(207) 256-2212
Town Hall/Ice Rink		(207) 647-3111	Transfer Station General		(207) 647-8276
			Transfer Station Foreman (F. Kollander)	250	(207) 803-9995
MOBILE NUMBERS					
Colello, Gary	255	(207) 647-1126	Adams, Justin		(207) 256-2212
Cushing, Scott (Salmon Pt)		(207) 595-0658	Jones, Phil		(207) 749-8343
Day, Brenda		(207) 650-1377	Kollander, Forrest		(207) 256-0350
Dumont, Peter		(207) 256-2541	Madsen, David		(207) 647-1127
Fleck, Georgiann		(207) 595-9444	Perreault, Todd		(207) 749-3000
Garland, Glen		(207) 256-6125	Pinkham, Catherine (Health Officer)		(207) 693-2990
LaCroix, Linda		(207) 595-3560	Thompson, Jason		(207) 256-7235
Peabody, Bob		(207) 256-7211			
OTHER COMMUNITY NUMBERS					
Bridgton Community Center		(207) 647-3116	Lake Region TV (LRTV)		(207) 647-8044
Bridgton Hospital		(207) 647-6000	Lake Region Middle School		(207) 647-8403
Bridgton Public Library		(207) 647-2472	Lake Region High School		(207) 647-3581
Bridgton Water District		(207) 647-2881	MSAD #61 Superintendent		(207) 647-3048
Chamber of Commerce		(207) 647-3472	Stevens Brook Elementary		(207) 647-5675
Courthouse / District Court #9		(207) 647-3535	Post Office, Bridgton		(207) 647-2081
Cumberland County Dispatch		(207) 893-2810	Post Office, North Bridgton		(207) 647-8836
Lakes Environmental Association		(207) 647-8580			

Town of Bridgton Operations Cancellation Phone Tree

Created: August 21, 2006
Revised: December 14, 2021

When certain situations or weather conditions arise, which may require the Town Manager to recommend closing the offices early or canceling work on a particular day the following phone tree shall be in effect:

The Town Manager or their designee will assess the situation to determine if the office and/or other departments should be closed. Nikki Hodgkins (Hamlin) will be responsible for posting the appropriate notice on the Town of Bridgton website and Facebook. Georgiann Fleck will be responsible for contacting News 8 WMTW at **784-0703**, News 6 WCSH at **828-6666** and News 13 WGME at **797-1313** and changing the telephone office answering service.

Town Manager – Robert Peabody – 542-8100 (H) or 256-7211 (Cell)

The Town Manager shall then contact Georgiann Fleck, Deputy Town Manager at 595-9444.

Georgiann shall contact:

- Nikki Hodgkins (Hamlin) – 713-6976 (Cell)
- Justin Adams – 256-2212 (Cell)
- Laurie Chadbourne – 647-1162 (Cell)
- Gary Colello – 647-1126 (Cell)
- Brenda Day – 650-1377 (Cell)
- Peter Dumont – 256-2541 (Cell)
- Phil Jones – 647-1131 (Cell) 749-8343 (Pers. Cell)
- Holly Heymann – 401-252-6365 (Cell)
- Diane Kiriaji – 595-4105 (Cell)
- Forest Kollander – 647-8276 (W) 256-0350 (Cell)
- Linda Lacroix – 595-3560 (Cell)
- Jason Thompson – 256-7235 (Cell)
- David Madsen – 647-1127 (Cell) or 650-8282 (H) (deployment until December 2021)
- Scott Cushing (Salmon Point Seasonal) 595-0658 (Work Cell) 504-1693 (Pers. Cell)
- Chris Sanborn, Modem Wavs Inc. - 595-1942 (Cell)
- O'Donnell and Associates – 926-4044

Laurie shall contact:

- Ashley Albrecht – 595-9362
- Sean Day – 595-3260 (Cell)
- Jamie-Lee Ferguson – 572-3283
- Debbie Flanigan – 233-0668 (Cell)

Holly shall contact:

- Jenna Domer – 941-465-8836

Linda shall contact:

- Victoria Hill – 239-4407

Gary shall contact:

- Leslie Hayes – 595-9022 (Cell) 693-8274 (H)

Brenda shall contact:

- Erin O'Connor – 508-566-4033

Jason shall contact:

- Public Works Department Employees

Justin shall contact:

- Parks Department Employees

Forrest shall contact:

- Transfer Station Employees

Phil shall contact:

- LRTV - 647-8044 (Office) or 239-216-3644 (Chris Richard, Manager - Cell)
- Glen Garland – 256-6125 (Cell)
- Grace Gendron – 320-0121
- Todd Perreault – 647-8421 (H) 749-3000 (Cell)
- Catherine Pinkham – 803-8549 (Cell)
- Bridgton Court - Elise McAllister – 890-0198 and Kim Dillingham – 890-7453



SHELTER MANAGERS HANDBOOK

Bridgton, Maine

October 2021
Bridgton, Maine Emergency Management Agency

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Approvals

The Bridgton Shelter Manager's Handbook was prepared to ensure that the town has deliberately considered how it would respond to an emergency incident that may require sheltering of Bridgton residents. This plan provides guidance for all phases of emergencies that could occur in or near Bridgton. This plan supersedes all previous sheltering plans. The EMA Director is responsible for the development, maintenance, and implementation of this plan.

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

Approved: _____ Date: _____

Robert Peabody

Town Manager, Bridgton, Maine

Reviewed: _____ Date: _____

Chairman

Board of Selectmen, Bridgton, Maine

Reviewed: _____ Date: _____

Matthew M. Mahar

Director, Cumberland County Emergency Management Agency

Submitted: _____ Date: _____

Todd Perreault

EMA Director, Bridgton, Maine

Bridgton Shelter Manager's Handbook

Change Log

Revision Number	Date	Change Description	Pages Modified
1.0	September 2021		ALL

Record of Distribution

Organization	Date Delivered	Medium	Verified Receipt
CCEMA		Electronically	

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I. Introduction

This document is the Shelter Managers Handbook. Shelter Managers will use this Handbook to open, operate, and close a shelter in Bridgton in the case of an emergency. Current shelters in Bridgton are the Community Center, Stevens Brook Elementary School, and Lake Region High School. Procedures and guidelines for the Community Center and Elementary School can be found in this Handbook. Procedures and guidelines for the High School can be found in the Shelter Binder, and for more information on all locations, please see Annex F in Bridgton's Emergency Operations Plan (EOP). Both of these items can be found in the Emergency Management Agency (EMA) office.

This Handbook will guide Shelter Managers on what to do before, during, and after an emergency. In Section IV of this Handbook, Shelter Managers will find the different forms they will need during a shelter or a warming/cooling center operation. For example, if at any point, equipment or supplies is borrowed, the Shelter Manager must fill out the Equipment Borrowed form. A checklist can also be found in this section, which can be used for both the Community Center and the Elementary School. The checklist will guarantee the locations are ready for Bridgton residents, should they need to find shelter.

Sheltering during an emergency is a stressful situation for some individuals and it is up to the Shelter Manager and staff to make sure that everyone who comes to the shelter is as comfortable and safe as possible by providing services such as food, electricity, and first aid. To learn more about the services that could be provided, please see Opening Procedures. The availability of certain services may differ based on the location of the shelter, the type of emergency, and staff availability.

Shelter Managers and the Bridgton EMA Director will mainly coordinate the shelter and its activities along with the facility owner and volunteer staff. Before shelter activation, Shelter Managers and the EMA Director will ask Cumberland County EMA (CCEMA) to provide staff and additional resources, if they are needed. For warming/cooling centers, the Shelter Manager, facility owner, and volunteer staff will coordinate the center's activities.

Local resources may not be enough and the Shelter Manager may request that CCEMA contacts the American Red Cross (ARC). When CCEMA opens the regional shelter, Lake Region High School, they would contact the ARC to determine whether their resources could be utilized, if they are available. The Northern New England Chapter of the ARC would arrive at their requested location approximately 72 hours after being notified, if the personnel are available.

Mass Care Site Types

The following are the types of mass care sites that could be activated in Bridgton:

- A. Regional Shelter:** Regional shelters are larger, more formal overnight operations, often with assistance from the ARC, at pre-designated locations throughout the county and state. All volunteers must be trained by Bridgton EMA or the ARC. Training includes how to operate a shelter during an emergency – this training must be done before an

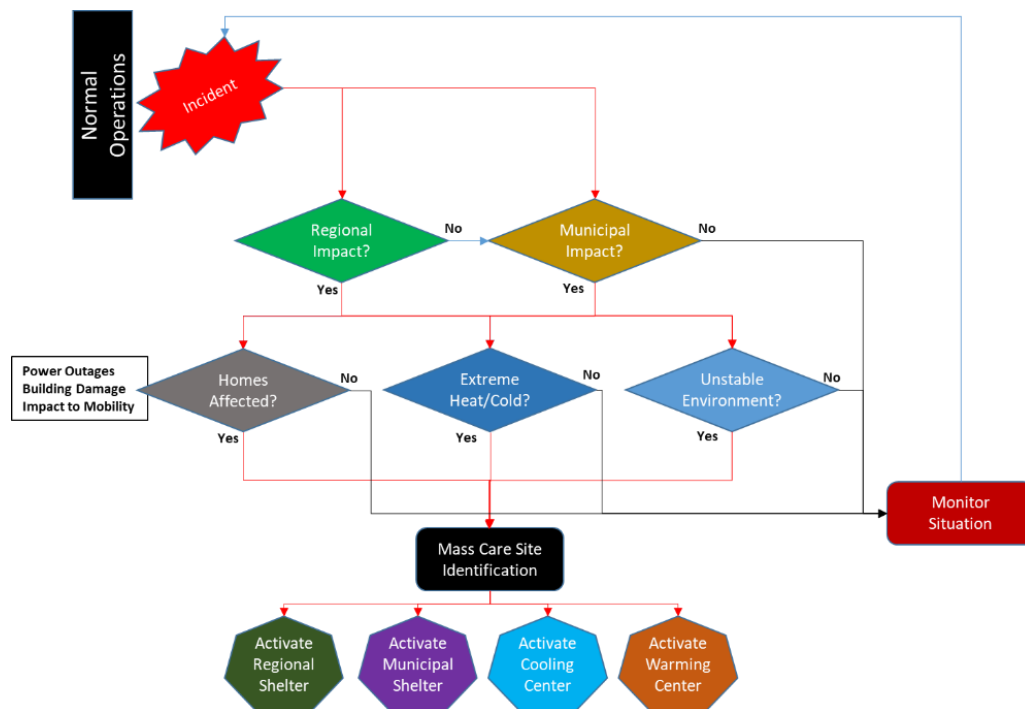
emergency occurs. The decision to open is based on the part of the county where the need is greatest. Regional shelters are typically generator-equipped and fully accessible, having sleeping, showering, and restroom facilities, and can often provide hot meals.

- B. Municipal Shelter:** This type of shelter is more temporary than a regional shelter, and may be setup for 24-hour operation. They are located, established, funded, and operated by volunteers from the community, who must first complete shelter training and any other relevant training. The potential locations for a municipal shelter may include a library, community center, a town hall, or a church. Communities may make arrangements with school districts for use of school buildings, when those are available. Some of these facilities may be equipped with emergency power, telephones, and Wi-Fi connectivity. Some municipal shelter locations may offer meals, snacks, and drinks. Service provided at these facilities are at the discretion of the municipality.
- C. Warming/Cooling Center:** These facilities are primarily for offering a place to get out of extreme weather. Training is not required for a warming/cooling center; however, it is recommended. Services at warming/cooling centers include bathroom and shower facilities, light food and drinks, and electricity. Other services may be available, though that is a decision for the facility owner and Shelter Manager.

Mass Care Activation Process

Activation of any mass care site requires a detailed decision process, one that is flexible and scalable to meet the needs of potential events that could prompt the need for mass care of Bridgton residents.

It may not be necessary to activate every aspect of the Shelter Manager's Handbook for all emergency situations, but that is something that should be considered, planned for, and implemented at appropriate times.



The activation process for both the Community Center and Stevens Brook Elementary School will be the same. Some steps may be changed or not used at all, depending on the type of emergency at hand. The process is as follows:

1. Occurrence of extreme heat or cold weather, a storm projected to come through the region, or another event not related to weather.
2. The Town Manager or their designee is notified, and determines the need for a warming/cooling center or a shelter.
3. The Town Manager or their designee will convene a meeting to discuss activation.
 - a. Participants will include: town management, Bridgton EMA, and the facility owner.
 - b. Topics to be discussed: the current situation, current Bridgton capabilities and resources that may be used, and the need for activation.
 - c. They will also determine which location is best for the emergency at hand.
4. Once the decision is made to activate, the Town Manager, their designee, or the EMA Director will contact the facility owner.
 - a. Topics to be discussed: activation timeframe, barriers to activation, resources the facility needs on-site, and the designation of the Shelter Manager.
5. Once a set-up timeline has been established, the Town Manager or their designee will begin notifying the appropriate parties.
 - a. Bridgton EMA, who will then contact:
 - i. Local emergency services
 - ii. Facility owner
 - iii. Volunteers
 - iv. Local resource organizations
 - v. CCEMA
 - b. Town Office, who will then contact:

- i. Municipal staff
 - ii. The general public via social media, website updates, or news media
- 6. Once activation has been authorized, notifications will be made to volunteers and other staff to begin opening the warming/cooling center or the shelter.
- 7. Once set-up of the facility is completed, doors will be opened to anyone needing shelter.

Activation and deactivation triggers will be the same for both locations, as well. These are *not* the only things that could trigger a shelter or a warming/cooling center activation, but they *are* the most likely to happen within and around Bridgton.

Activation triggers may include: extreme hot or cold temperatures, a significant winter or summer storm, and power outages as a result.

Deactivation triggers may include: temperatures have returned to normal (or non-threatening), the storm is completely over, and notification of complete power restoration.

Activation Authority:

Mass Care Site Type	Authority to Activate	Coordinating Parties
Regional Shelter	CCEMA Director Cumberland County Manager	Town management Local emergency response partners Facility owner
Municipal Shelter	Town Manager or Board of Selectmen Bridgton EMA Director	CCEMA Director Local emergency response partners Facility owner
Warming/Cooling Center	Town Manager or Board of Selectmen Bridgton EMA Director	Bridgton EMA or CCEMA Local emergency response partners Facility owner

Notification Process:

It is critical that the notification of the opening and closing of a shelter or warming/cooling center is accomplished in a timely manner. In order to expedite this process, procedures have been developed to confirm these notifications take place. The notification of town leadership, staff, and the community will be the same as identified in Annex B in Bridgton's EOP. The notification process for pre-determined volunteers and CCEMA is listed below.

Notification of Shelter Volunteers: Volunteers for warming/cooling centers or a shelter will be notified by the Shelter Manager by phone or email before the location is scheduled to open.

Notification of CCEMA: If it is determined that more resources are needed to operate the shelter or warming/cooling center, CCEMA will be contacted by the EMA Director, by phone or email.

Signage

Before locations can open as a warming/cooling center or a shelter, volunteers will begin setting up all of the signs that were made prior to opening. This is so that residents can clearly see the different areas of the shelter. Some of these suggestions may be altered or not used at all depending on the services the location is able to provide. The signs may include, but are not limited to the following:

- Registration
- Charging Station/Recreation
- Bathrooms & Showers
- Pets
- Kitchen/Dining/Trash and Recycling
- Entrance/Exit
- Staff Only
- Sleeping
- Children
- First Aid

Responsibilities for Activation

Shelter Manager – Shelter Managers will meet with the facility owner and the Bridgton EMA Director beforehand, and make sure that the Elementary School or the Community Center are ready for people to arrive. They will provide supervision over the volunteers and the shelter or warming/cooling center. They will meet with volunteers regularly, check in with residents, and notify the Emergency Operations Center (EOC) if extra services are needed.

Volunteers – Volunteers provide supervision over the areas in the shelter or warming/cooling center that require it. They will make sure that job duties are clearly identified before the shelter or warming/cooling center opens. They will help other volunteers set up their areas by putting up signage or placing tables and chairs. Volunteers will meet with Shelter Managers regularly to

update them, and rotate shifts as necessary. Another responsibility for volunteers will be to monitor the first aid area, if there is one, to make sure no one needs hospitalization.

Bridgton EMA – The EMA Director and the facility owner will together assign the role of Shelter Manager to a well-trained and knowledgeable individual. The Bridgton EMA Director will provide communication through radios or cell phones. The EMA Director will coordinate with the Cumberland County Animal Response Team (CCART) on domesticated pets and CCEMA if any of their resources are needed.

Responsibilities for Deactivation

Shelter Manager – The Shelter Manager should recognize when the location is ready to begin deactivation procedures. They will begin the deactivation process and guarantee that volunteers are actively demobilizing their areas, and help them if needed. They will double check that everyone staying at the shelter or warming/cooling center has left. After closure, Shelter Managers will deliver all paperwork that was collected during the activation period and deliver it to the EMA Director. A closing walk-through will be the very last thing Shelter Managers do, with the EMA Director and the facility owner. This is to guarantee the locations are back into pre-emergency conditions.

Volunteers – Volunteers will demobilize each area of the shelter, and assist others in bringing things back to storage (tables, chairs, room dividers, etc.).

Bridgton EMA – The EMA Director will assist the Shelter Manager and volunteers in the deactivation process. All paperwork and forms must be delivered to the EMA Director, who will then keep these forms in the EMA office.

Opening Procedures

Both the Community Center and Stevens Brook Elementary School have similar opening procedures. The different areas are listed below. The Community Center can open as either a warming/cooling center or as a shelter, while the Elementary School acts as a shelter only. It is important to note that based on the number of volunteers, the storm progression, the number of Bridgton residents needing a place to stay, and other factors, some of the services listed may not be available at the locations.

When operating as a shelter, the Community Center is very similar to the Elementary School. Depending on how strong the storm is projected to be, and how many people could potentially need shelter, the Elementary School may be opened as opposed to the Community Center, because of its small capacity.

Volunteer shifts will be rotated, to ensure breaks and/or days off. If the Shelter Manager finds that there is not enough staff to efficiently operate, they will contact the EOC. The EOC will contact CCEMA to see if they have any personnel available. If not, or if more staff is needed, CCEMA will contact the ARC to see if they have any available personnel.

Before either location can open, the Shelter Manager must keep a record of all volunteers. To do this, the Shelter Manager will have them all fill out the Personnel Records form. At that time, volunteers and the Manager will create and wear name tags so that they are easily identifiable to residents.

The Bridgton Police Department will stay at the locations throughout the duration of the emergency, and can assist in dissolving any problems that may arise. They are there to provide security and assistance if their resources are needed. The Fire Department can assist in traffic control, if it is needed, and assisting in activation and deactivation procedures.

Registration

Before opening, a volunteer will be in charge of placing easily-visible signs to identify the registration area of the shelter. Depending on the type of operation, the registration table may have 1 or 2 volunteers.

The registration table is going to be the first thing that residents see when they arrive; a volunteer will have them fill out the Arrival Form. Residents will receive a welcome page that includes the basic rules of the location, a map of the facility so they are able to guide themselves around, and the schedule for breakfast, lunch, and dinner if it is an available service. A sample welcome page can be found in Section IV, which can be changed to fit the needs and resources of that location.

Charging Station and Recreation

For the residents that lost power due to extreme weather or a severe storm, they may need to charge their phones or tablets. It is important to note that cords may not be available, and people will be advised to bring their own. For those who bring their own charging cords, make sure that there are enough outlets or extension cords. A volunteer will also give out sticky tabs for residents, so they can easily identify their cord to take home. Residents will write their name and phone number on this tab so that they are reachable if the cord is left behind.

If extension cords are used, a volunteer will move them safely out of a walkway so nobody trips over them, or have them covered if they are unable to be moved. As well as being a charging area for phones and tablets, residents will have access to newspapers, magazines, and a TV for viewing, if the location has them.

This area will be set up before opening, but will not be staffed at all times.

Kitchen

Depending on the type of operation and location, the kitchen may not be staffed all the time, or may be staffed by at least 2 volunteers.

A volunteer will be in charge of placing signs, as well as establishing meal times, and prep and clean-up expectations before the location is opened. They will place trash cans and recycling

bins so that they are easily accessible and visible. Breakfast, lunch, and dinner menus are also going to be made beforehand, although it may be a limited activity based on the location's available resources and type of operation. The Shelter Manager should notify the volunteer of any residents that have food allergies, and these considerations will be acknowledged during the creation of menus.

If at any time, the kitchen runs out of food, a volunteer will be in charge of restocking what has run out. They will also be in charge of this after the location has closed. They must create a report of what was bought by writing down the date, where the items were bought from, and keeping the receipt. The receipts and Expense Reports must be given to the Shelter Manager, who will deliver it to the EMA Director.

Pets

Depending on the location and type of operation, this area may be staffed by between 1 and 4 volunteers, including CCART staff, if their resources are needed and if their personnel are available. Off-limit areas for pets can be determined beforehand, however, Service Dogs will be allowed in all areas of the shelter through the Americans with Disabilities Act (ADA).

A volunteer is going to be in charge of placing signs that clearly identify the pet area, and identify the area for cats, their crates, and litter boxes.

Owners will be in charge of all care of their pets, including feeding and watering, bathroom breaks, and exercising. Dog owners are welcome to take the dogs out of the crate (if they brought them in one), but they must be leashed the entire time. Cat owners will be asked to keep litter boxes in a separate room – cat litter and boxes will not be available, so owners will be asked to provide their own. Owners will be asked to clean up after their pets if they make a mess.

Children

This service will only be available when either location is operating as a shelter, however it may not be available at all unless the qualified person(s) are available, or only if the service is needed. In the event that supervision is needed in this area, it will be staffed by 2 volunteers, with experience with childcare and has the proper emergency training.

The children will be supervised by volunteers at all times. Parents and guardians must be with their children the entire time, unless they need to go somewhere else within the shelter (bathroom, shower, eat, etc.). Toys and games may be provided; however, parents/guardians will be advised to bring their own. One of the volunteers will also hand out sticky tabs so the parents/guardians can easily identify which toys are theirs. On this sticky tab, they should provide their name and phone number so they are easily reachable if the toy gets left behind.

Sleeping

Sleeping arrangements will only be made when either location is operating as a shelter. Cots will be positioned in the gym at the Elementary School, and at the back of the room at the Community Center. Those who need special sleeping arrangements and/or specialized care will be separated from the rest of the shelter population. Cots will be provided, but residents will be encouraged to bring their own pillows, blankets, or sleeping bags. Room dividers can provide privacy between families/individuals, and can be borrowed, created, or bought. They might not be needed at all, but this should be determined by the Shelter Manager.

Bathrooms and Janitorial

Before opening, the facility owner should be at the location to allow a volunteer access, so they can clean the entire building. This includes all windows, doors, mirrors, tables, chairs, and floors.

The bathrooms and showers must be easily accessible and signs visible for residents. This volunteer will be in charge of cleaning the bathroom area before and during opening. Bathroom cleaning includes the toilets, showers, sinks, paper towel dispensers, soap dispensers, doors, mirrors, and the floors.

The kitchen must also get cleaned. This includes sanitizing the counters, sink, cabinets, and washing the floors. Dishes must be washed and put away. The kitchen volunteer may do some of these things if the janitorial volunteer is unavailable. While the location is open, this volunteer is also responsible for removing trash and recycling from all areas.

First Aid and Special Care

At least 4 volunteers, with medical experience or experience with vulnerable populations, should be at this area. It will only be available when either location is operating as a shelter, will have visible signs, and will be clearly identified on the map given to residents.

At this area, basic first aid will be administered, should anyone need it. To make sure no one needs hospitalization, volunteers will monitor everyone closely. If someone does need hospitalization, the Shelter Manager will contact the private ambulance service that Bridgton uses, so that the individual is able to get proper care.

Cots for individuals who need specific care or sleeping arrangements will be placed separately from the normal sleeping area.

Closing Procedures

It is part of the Shelter Manager's responsibilities, in conjunction with the EMA Director, to recognize when an emergency is completely over, and/or when the usage of shelter resources begins to decrease. It is at this time when they must make the decision to deactivate the shelter.

Shelter Managers and the facility owner will conduct a closing walk-through; this is to guarantee the locations have been put back into pre-emergency conditions. The EMA Director will assist in the deactivation process by keeping all of the paperwork that the Shelter Manager gave to them. These documents will be kept at the EMA Office.

Upon closure of the locations, volunteers will add to their Personnel Records form the days that they worked, the hours that they worked, and the jobs they performed.

The Bridgton Police Department will stay to confirm everyone has left the location, will assist volunteers, and provide security. If needed, the Fire Department can assist in traffic control or helping the volunteers.

Registration

Volunteers will begin demobilizing the registration area by taking signs down, putting tables and chairs back, and gathering all forms. Tables and chairs will go into their original storage location and signs placed in an area where they will not get damaged. Forms will be given to the Shelter Manager, who will give them to the EMA Director, so they can be stored at the EMA office.

Charging Station and Recreation

A volunteer will remove all charging and extension cords from the area, and put them away neatly and safely. Everything should be unplugged from the walls. TVs should be turned off (if the location has them, or if they were used), and newspapers/magazines should be recycled or returned to their original location. Residents that brought their own cords should identify them, and take them home. If there is anything left behind, a volunteer can reach the owner based on the name and phone number on the sticky tab.

Kitchen

The volunteers that staffed the kitchen will be in charge of cleaning the area if the janitorial volunteer is unable to do so, turning off or unplugging small appliances, and gathering trash and recycling. Trash and recycling will be removed by the janitorial volunteer unless they are unavailable. If there were signs used, they should be stored in a location where they will not get damaged. Small appliances and dishes should be put away.

If any food or supplies needs to be restocked, a volunteer will go to the local grocery store upon closure. The receipt should be saved, and the volunteer must fill out an Expense Report. Any previous receipts should be gathered as well, to be given to the Shelter Manager. They will deliver them to the EMA Director.

Pets

The janitorial volunteer will thoroughly clean this area after closure. This includes sanitizing high-traffic surfaces such as tables, chairs, and doors, and sweeping/mopping the floor. Owners will be asked to clean up any mess made by their pet during their stay, such as cleaning out and removing the cat litter box. The signs should be taken down and stored, if there were any used.

Children

All parents or guardians should be responsible for cleaning up any mess their child makes and keeping track of toys they brought. If there is anything left behind, a volunteer can easily contact the person based on the name and phone number on the sticky tabs. A volunteer will return toys and games that were already at the location to storage, and the janitorial volunteer will sanitize all high-traffic surfaces. Signs should be taken down and stored, if there were any used.

Sleeping

Volunteers can come together to remove all of the cots and room dividers, and returning them all back to storage. If room dividers were borrowed, a volunteer must fill out the Equipment Borrowed form and return it back to the original owner. The form will be given to the Shelter Manager, who will deliver it to the EMA Director.

Bathrooms and Janitorial

The bathrooms will be cleaned by the janitorial volunteer after all residents have left. This includes cleaning the sinks, toilets, floors, and showers. The mirrors, soap dispensers, paper towel holders, and toilet paper should be sanitized and refilled. The floors, tables, and chairs throughout the location will be cleaned thoroughly. Tables and chairs must be put back into storage. If there is any signage left over, the volunteer should take them down and store them with the rest.

The janitorial volunteer may also assist in the dismantling of room dividers, the removal of cots, and other items to confirm they get put back into storage. Trash should be removed from all areas of the shelter and disposed of, as well as recycling.

First Aid and Special Care

These areas will be cleaned thoroughly after closing by the janitorial volunteer, who will clean all high-traffic areas such as the cots, doors, chairs and tables. The Bridgton Fire Department can assist volunteers in removing cots and room dividers, and returning them to storage, if they are available. If room dividers, cots, or any other equipment was borrowed, the Shelter Manager will fill out the Equipment Borrowed form. This form, and all others, will be delivered by the Shelter Manager to the EMA Director upon closure.

II. Bridgton Community Center

Floor Plan



The Bridgton Community Center is located at 15 Depot Street, Bridgton, Maine 04009. This building is mainly used for warming/cooling centers during extreme hot or cold temperature; however, it could also be used as a municipal shelter for overnight stays. For up to 24 hours, the

Community Center can hold up to 42 people, for between 24-72 hours, it can hold up to 21 people. For longer term sheltering, which is 72 hours or more, it can hold up to 8 people.

Before the Community Center can be opened as either a warming/cooling center or as a shelter, the role of Shelter Manager and a set number of volunteers must be identified. This can be done by the EMA Director and the facility owner when they set up a meeting to determine that the building is ready for emergency operations. They must go through the checklist together, do a walk-through of the facility, and determine what is needed in regard to number of staff, resources, and any other component that would guarantee a smooth operation. Based on the meeting, walk-through, and review of the checklist, the Shelter Manager should be made aware of all determinations that the facility owner and the EMA Director made.

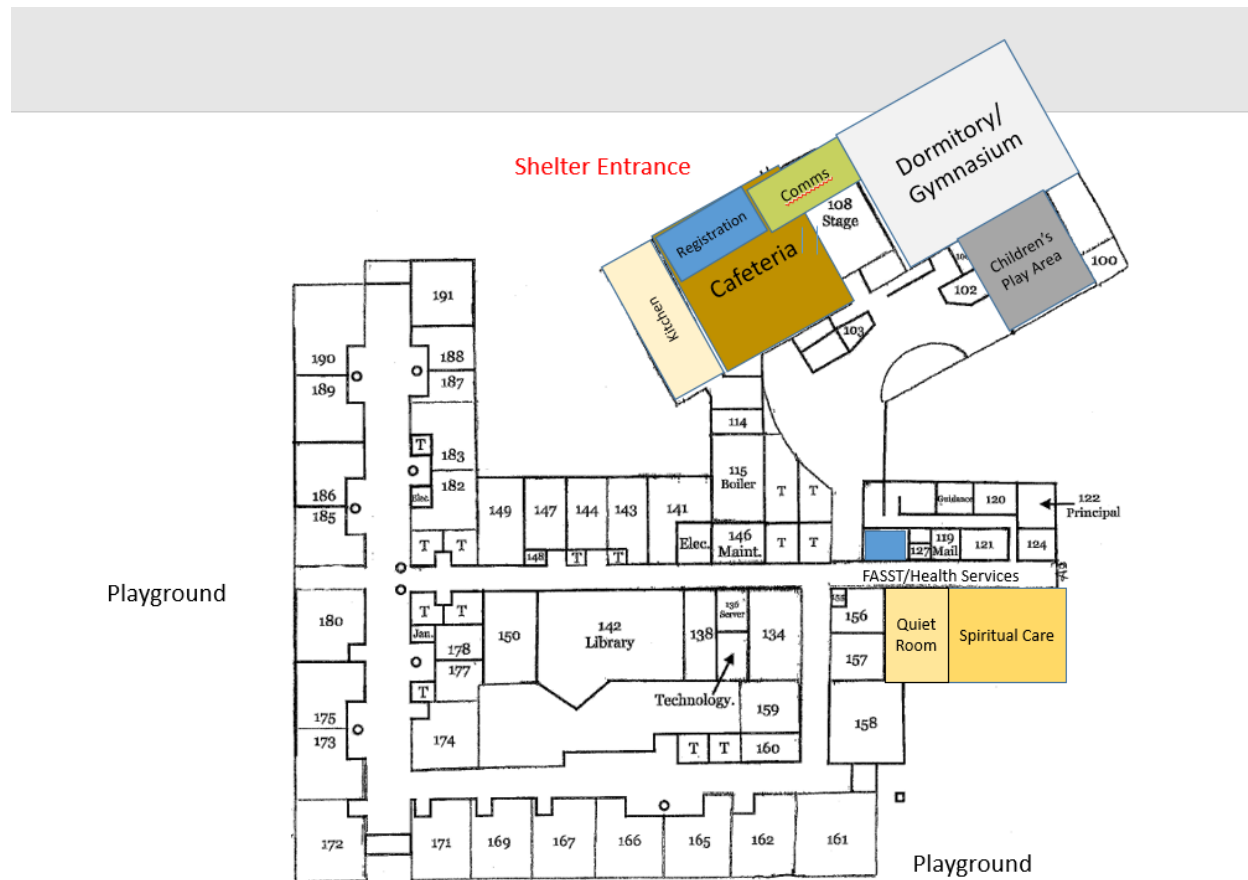
The Bridgton Police Department will be monitoring the Community Center's safety during a shelter operation. The Fire Department will assess the building for fire safety, and will assist volunteers if their resources are needed before, during, and after the emergency.

Whether the Community Center is operating as a warming/cooling center or as a shelter, all staff should wear name tags so that they are easily identifiable. The Shelter Manager must be trained in shelter operations and knowledgeable about what the building is going to need in order to operate efficiently. They will be in charge of supervision over the building and the volunteers, and will assist the volunteers in any way. All jobs for the Community Center will be pre-determined, and volunteers will be assigned with their duties before opening. The different areas in which volunteers will staff are listed in Section I.

When the Community Center is operating as a **Warming/Cooling Center**, there should be at least 10 staff to operate efficiently. When the Community Center is operating as a **Shelter**, there should be at least 15 staff. These numbers are not exact, and could change based on a number of factors such as staff availability and services available. These numbers also do not include any outside assistance such as CCART or the ARC, if their resources are needed.

III. Stevens Brook Elementary School

Floor Plan



Stevens Brook Elementary School is located at 14 Frances Bell Drive, Bridgton, Maine 04009. This location is known as a municipal shelter, and is used for overnight sheltering during an emergency. Bridgton may see a significant storm come through the region, and as a direct result, power outages may occur. These things, in combination, could trigger the activation of the Elementary School as a shelter. However, it is important to note that extreme weather is not the only thing that could prompt shelter activation. An emergency not related to weather could prompt the activation for safety rather than shelter.

For evacuation sheltering, the capacity limit for the school is 177 people for up to 24 hours. For short term sheltering, which is between 24-72 hours, the capacity is 77 people. For longer term sheltering, which is 72 hours or more, the capacity is 31 people. Staff at the shelter includes the Shelter Manager and a set number of volunteers, whose roles will be determined before the location can open as a shelter. For the best efficiency, the minimum number of volunteers should be 12. The list of jobs that volunteers will be tasked with are listed in Section I. It is important to note that the minimum number of staff does not include outside assistance such as CCART or the ARC.

Before the Elementary School can be activated as a shelter, the facility owner must meet with the Bridgton EMA Director. At this meeting, they will determine who will be the Shelter Manager and how many volunteers will be needed. When these roles have been established, the Shelter Manager, Bridgton EMA Director, and the facility owner will conduct a walk-through of the Elementary School. During this walk-through, the group should keep track of the supplies; what is all set, and what needs to be restocked. This walk-through should be done as soon as practical, and the checklist can help identify resources. The Elementary School should be ready for shelter operations as soon as possible.

The Shelter Manager and the Bridgton EMA Director will coordinate with the Bridgton Police Department to guarantee that throughout the emergency, the shelter will be properly secured. The Bridgton Fire Department will confirm that the Elementary School is up to fire code and safety; they will be available should their capabilities be needed.

IV. Forms
Registration Form – Arrival

NAME	PHONE NUMBER	ARRIVAL DATE	WILL YOU VOLUNTEER? WHAT ARE YOU WILLING TO DO?

Registration Form – Departure

NAME	PHONE NUMBER	DEPARTING DATE	DID YOU VOLUNTEER? WHAT DID YOU DO?

Personnel Records

NAME	PHONE NUMBER	JOB DUTY	DATE(S) WORKED	HOURS WORKED

Expense Records

ITEMS PURCHASED	DATE OF PURCHASE	PURCHASE AMOUNT	COMPANY PURCHASED FROM

Equipment Borrowed

TYPE OF EQUIPMENT	COMPANY BORROWED FROM	DATE BORROWED	DATE RETURNED

Sample Welcome Page

Welcome to the shelter! In this page, please find the basic rules for the shelter and the schedules for breakfast, lunch, and dinner. Attached you will also find a map of the facility so you are able to travel around with ease. If you have any questions or concerns, please see a volunteer. They can be identified by a name tag on their shirt.

RULES:

- Please be respectful to staff, other residents, and the property.
- If you have pets, clean up after them if they make a mess.
 - Ensure you have enough food and water for them.
 - Make sure you have a cat litter box and cat litter.
 - Make sure you brought enough toys.
- If you borrow something, please return it to where you found it.
- Please put any trash and recycling in the proper bins after eating.
- If you have children, clean up after them if they make a mess. Make sure you have toys in case there isn't enough at the shelter.
- Quiet hours are 8 PM – 6 AM, please be mindful of your noise level during these hours.
- If you noted in your registration that you would be willing to volunteer, please see the Shelter Manager.

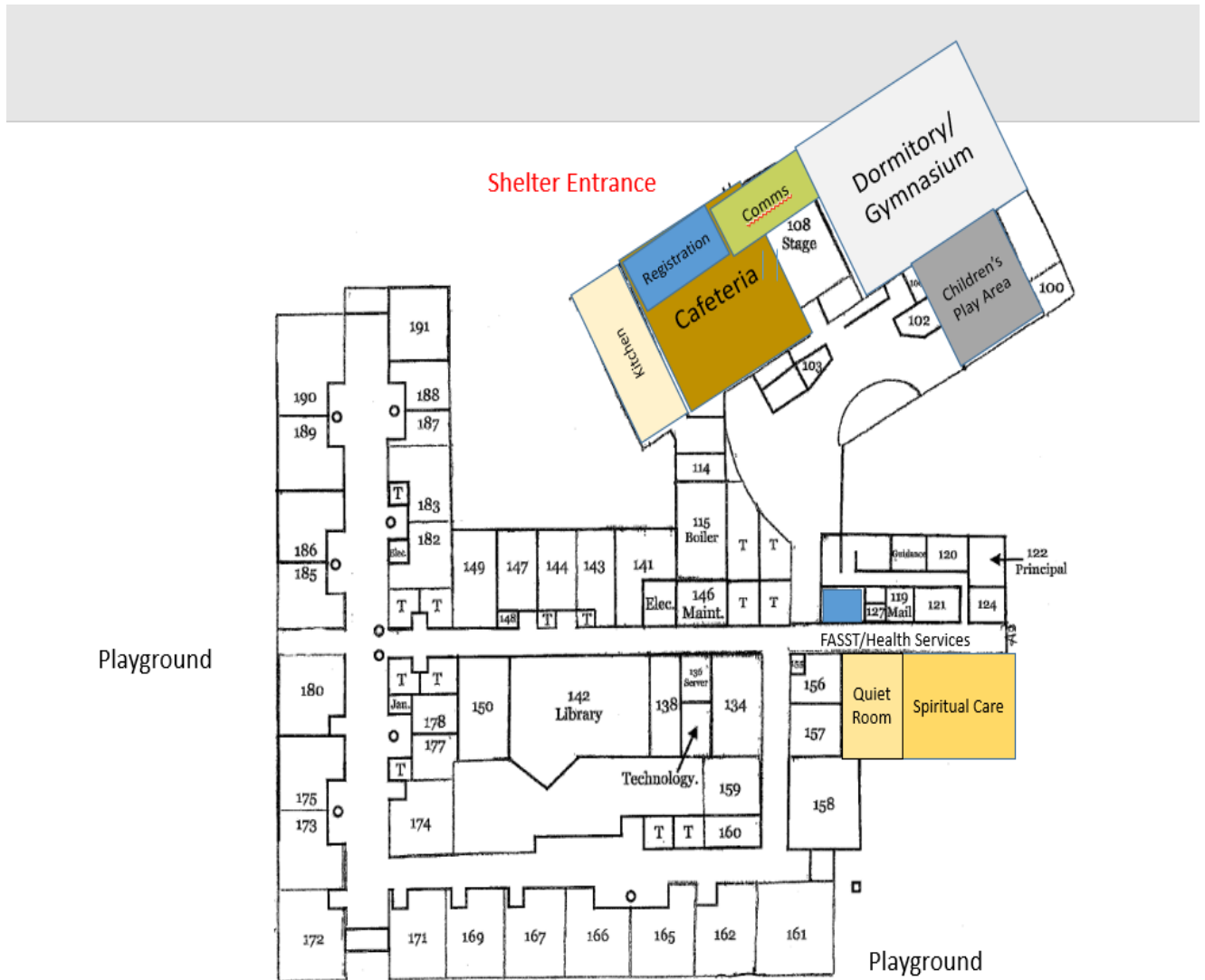
MEAL SCHEDULE:

- Breakfast will be served between 7 and 8 AM.
- Lunch will be served between 12 and 1 PM.
- Dinner will be served between 5 and 6 PM.

Community Center:



Stevens Brook Elementary School:



Checklist

- ☐ Who will be in charge of the location upon opening? (Who is the Shelter Manager?)
- ☐ How many volunteers do you have; what are their jobs for the day?
- ☐ How long will the Community Center be open per day? (warming/cooling center only)
- ☐ Does the location have enough food; who is in charge of restocking; where will the groceries come from?
- ☐ Do all of the kitchen appliances work properly?
- ☐ Is the bathroom fully stocked with hand soap, toilet paper, and paper towels?
- ☐ Does the facility have phone/tablet chargers?
- ☐ Are extension cords out of the way or covered?
- ☐ Are all entrances and exits clearly identified?
- ☐ Are all fire extinguishers easily accessible?
- ☐ CONFIRM SERVICES AVAILABLE: showers, internet/Wi-Fi, food, games, TV, newspapers/magazines, childcare, pet care.