

## SELECT BOARD MEETING AGENDA

**DATE:** Tuesday, September 13, 2022

**TIME:** 5:00 P.M.

**PLACE:** Select Board 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. Approval of Minutes
  - a. August 23, 2022
4. Public Comments on Non-Agenda Items (*Each speaker **may** be limited to 3 minutes.*)
5. Committee/Liaison Reports
  - a. Community Development Advisory Committee Application from Margaret Lynn
  - b. Investment Committee Application from David Welbourn
6. Correspondence, Presentations and Other Pertinent Information
  - a. Bridgton Economic Development Corporation / Memorial School
7. 5:30 Public Hearing

To hear public comment on an extension to the "Town of Bridgton Ordinance Establishing a Moratorium on Commercial Solar Energy Facilities" for an additional 90 days.
8. Action Items Following Executive Session

Extension to the "Town of Bridgton Ordinance Establishing a Moratorium on Commercial Solar Energy Facilities" for an additional 90 days.
9. New Business
  - a. Awards and Other Administrative Recommendations
    1. Approval of Senior Tax Relief Applications
    2. County Budget Transition
  - b. Permits/Documents Requiring Board Approval
    1. Victualer's License to Campfire Grille (518 Portland Road)
    2. Accept Payment and Approve Quit Claim Deed to Nabil Sarraf for Tax Acquired Property Located on Map 19A, Lot 31

3. Emergency Management Plans
  - a. The Emergency Operations Plan
  - b. The Transportation Plan
  - c. The Pandemic Plan
  - d. The Shelter Manager's Handbook
  - e. Commodity Points of Distribution Site Plans (3)
4. Stanton Foundation K9 Grant
- c. Selectmen's Concerns
- d. Town Manager's Report/Deputy Town Manager's Report
10. Old Business (*Board of Selectmen Discussion Only*)
  - a. Wastewater Status Update
11. Treasurer's Warrants
12. Public Comments on Non-Agenda Items (*Each speaker **may** be limited to 3 minutes.*)
13. Dates for the Next Board of Selectmen's Meetings  
September 27, 2022  
October 11, 2022
14. Adjourn

**Future Agenda Items:**

1. Workshop for Review of Committees
2. Discussion of Use of Trademark by Commercial Entities



**Town Manager's Notes  
Board of Selectmen's Meeting  
September 13, 2022**

**3. Approval of Minutes:**

- a. August 23, 2022

***Suggested Motion:** Move to approve the August 23, 2022, Selectboard Minutes.*

**5. Committee/Liaison Reports**

- a. Margaret Lynn has applied to be a member of the Community Development Advisory Committee. A copy of the application is in your binder.

***Suggested motion:** Move to approve Margaret Lynn as a member of the Community Development Advisory Committee.*

- b. David Welbourn has applied to be a member of the Investment Committee. A copy of the application is in your binder.

***Suggested motion:** Move to approve David Welbourn as a member of the Investment Committee.*

**6. Correspondence, Presentations and Other Pertinent Information**

- a. Representatives from the Bridgton Economic Development Corporation will be present to discuss the Bridgton Memorial School.

**7. Public Hearing (5:30PM)**

***(Note: 1) Open Public Hearing- a) Anyone to speak in favor; b) in opposition; c) offer comments neither for nor against; 2) close Public Hearing)***

- a. To accept written and oral comments on an extension to the "Town of Bridgton Ordinance Establishing a Moratorium on Commercial Solar Energy Facilities" for an additional 90 days.

**8. Action Items Following Public Hearing**

- a. ***Suggested Motion:** Move to approve on an extension to the "Town of Bridgton Ordinance Establishing a Moratorium on Commercial Solar Energy Facilities" for an additional 90 days.*

**9. New Business**

- a. Awards and Other Administrative Recommendations

1. Pursuant to §1.6.A. **Senior Property Tax Assistance Ordinance** (included in your binder), please see the list of qualified applicants and assistance amounts for your approval in your binder.

***Suggested motion:** Move to approve the qualified applicants and assistance amounts for Senior Property Tax Assistance.*

2. The County is transitioning from a Calendar to Fiscal Year. Doing so requires funding an 18-month budget (12/6). The County is offering to spread the impact of the 6-month budget over a 5-year period. To take advantage of this option, we would need to notify the County before October 1<sup>st</sup>. In your binder, please find the email from the County Manager, this year's County appropriation, and the audited balance as of June 30, 2021 of our unrestricted net position.

***Suggested motion:** Move to request that the County's 6-month budget for Bridgton be apportioned over 5-years.*

- b. Permits/Documents Requiring Board Approval

1. Victualer's License to Campfire Grille.

***Suggested motion:** Move to approve a Victualer's License to Campfire Grille.*

2. Nabil Sarraf, pursuant to the Town's *Tax Acquired Policy and Procedures* revised 01/22/08 (a copy of which is in your binders), is requesting that the

Town quitclaim Map 19A Lot 31 back to him having paid the required fees (please refer to the copy of the receipt in your binders). The property has been inspected by the Code Enforcement Officer and a memo provided.

***Suggested Motion:*** Move to accept payment and approve a Municipal Quitclaim Deed to Nabil Sarraf for property described as Map 19 Lot 31 Town of Bridgton Tax Maps.

3. Tod Perreault, EMA Director, is seeking approval of the newly drafted Emergency Management Plans

a. ***Suggested motion:*** Move to approve the Emergency Operations Plan.

b. ***Suggested motion:*** Move to approve the Transportation Plan.

c. ***Suggested motion:*** Move to approve the Pandemic Plan.

d. ***Suggested motion:*** Move to approve the Shelter Manager's Handbook.

e. ***Suggested motion:*** Move to approve the Commodity Points of Distribution Site Plans.

4. The Police Chief is requesting approval to apply for a Stanton Foundation Grant to fund the creation of a K9 Unit. The Grant would fund the full cost of the program for three years. Please see his memo and documentation.

***Suggested motion:*** Move to approve applying for a Stanton Foundation Grant to fund the creation of a K9 Unit.

#### 10. Old Business

- a. Wastewater Update



Select Board Meeting Minutes  
August 23, 2022; 5:00 P.M.

Board Members Present: Carmen E. Lone, Chair; Robert J. McHatton, Sr., Vice-Chair; Paul A. Tworog (remote); G Frederick Packard; Kenneth J. Murphy  
Administration Present: Town Manager Robert A. Peabody, Jr, Deputy Town Manager Georgiann Fleck; Town Clerk Laurie Chadbourne; Police Chief Phillip Jones; Public Services Director David Madsen; Executive Assistant Nikki Hodgkins; Emergency Management Director Todd Perreault

1. Call to Order

Chair Lone called the meeting to order at 5:00 P.M.

2. Pledge of Allegiance

The Board recited the "Pledge of Allegiance."

3. Approval of Minutes

a. August 9, 2022

**Motion** was made by Selectman Packard for approval of the minutes from the August 9, 2022 Select Board Meeting; second from Selectman Murphy. 5 approve/0 oppose

4. Public Comments on Non-Agenda Items

Pam Ward reported that Hayes True Value will be donating the bouncy house for the Harvest Festival. She added that the event is scheduled from 2:00 P.M. until 10:00 P.M. and would like to close Depot Street from 6:00 A.M. until 10:00 P.M. for the safety of all involved. Vice-Chair McHatton said that the Recycling Committee would like to have a table to hand out material to which Ms. Ward supported.

5. Committee/Liaison Reports

Selectman Tworog reported that the Pondicherry Park official ribbon cutting for the new trail is scheduled for Thursday morning at 10:00 A.M.

6. Correspondence, Presentations and Other Pertinent Information

a. Music on Main / Justin McIver

Justin McIver was present to request extension of the approval for Music on Main Events for another year. He thanked the Town for their support including the Board, Police Department and Fire Department. **Motion** was made by Vice-Chair McHatton to extend approval for the Music on Main Events for another year (from September 15, 2022 until September 14, 2023) under the terms, conditions, and provision of the previous approval (waiver of the outdoor festival permit, subject to submittal of each vendor's current state licenses and proof of insurance with the Town being listed as additionally insured, prior to each event); second from Selectman Murphy. 5 approve/0 oppose

b. Discussion of Bureau of Motor Vehicle Lease for Downstairs Meeting Room

Town Manager Peabody asked the Board if they want to continue leasing the downstairs space to the Bureau of Motor Vehicle under the proposed terms and conditions. Deputy Town Manager Fleck voiced concerns with the lease as presented. Discussion ensued. The Board directed the Town Manager to ask if the State is willing to negotiate the terms.

c. Letter of Concern Regarding LD2003

Deb Brusini introduced Denmark Planning Board Chair Tom Carabine. Mr. Carabine provided a summary of the new affordable housing law (LD2003) and reported that a group of officials and residents of Maine municipalities deeply concerned about the legality and long-term negative impact of LD2003 drafted a letter of concern to Senators and Representatives of the 130<sup>th</sup> Legislature and requested that the Board support



and sign the letter of concern (see attached). **Motion** was made by Vice-Chair McHatton to sign the letter of concern; second from Selectman Murphy. 5 approve/0 oppose

## 7. New Business

### a. Awards and Other Administrative Recommendations

#### 1. Approval of Carryforwards

Town Manager Peabody reported that \$5113 should be removed from the provided list as it was included on the report two times. **Motion** was made by Chairman Lone to approve the 2022 carry forward requests in the amount of \$1,200,306; second from Vice-Chair McHatton. 5 approve/0 oppose

#### 2. Ordinance Review Committee Application from Suzanne Schrader

**Motion** was made by Vice-Chair McHatton to appoint Suzanne Schrader to the Ordinance Review Committee; second from Selectman Packard. 5 approve/0 oppose

#### 3. Comprehensive Plan Task Force Committee Application from Michael Davis

**Motion** was made by Vice-Chair McHatton to appoint Michael Davis to the Comprehensive Plan Task Force Committee; second from Selectman Murphy. 5 approve/0 oppose

### b. Permits/Documents Requiring Board Approval

#### 1. Medical Marijuana Large Scale Caregiver Operation License to Armonice Botanicals, LLC located at 527 Portland Road

**Motion** was made by Vice-Chair McHatton to approve a Medical Marijuana Large Scale Caregiver Operation License to Armonice Botanicals, LLC; second from Selectman Tworog. 5 approve/0 oppose

#### 2. Victualer's License to Nouria located at 443 Portland Road

**Motion** was made by Selectman Packard to approve a Victualer's License to Nouria; second from Selectman Murphy. 5 approve/0 oppose

#### 3. Victualer's License to McDonalds located at 5 Lumberyard Drive

**Motion** was made by Vice-Chair McHatton to approve a Victualer's License to McDonalds; second from Selectman Murphy. 5 approve/0 oppose

#### 4. New Road Name, Elysian Way (Map 14, Lot 39-3)

**Motion** was made by Vice-Chair McHatton to approve Elysian Way for the private road sited on Map 14, Lot 39-3; second from Selectman Packard. 5 approve/0 oppose

#### 5. Certificate of Commitment of Sewer User Rates Commitment #266

**Motion** was made by Vice-Chair McHatton to approve the Certificate of Sewer User Rates Commitment #266 comprising of three pages totaling \$2,871.46 to the Treasurer for collection; second from Selectman Murphy. 5 approve/0 oppose (see additional votes after 7.c.)

### 6. Documents Related to the Special Town Meeting on November 8, 2022

#### a. Certificate of Proposed Ordinances and Orders:

##### 1. Shall an ordinance entitled "Town of Bridgton Municipal Solid Waste Pay-Per-Bag Ordinance" be enacted?

Vice Chair McHatton requested that the Town Manager seek a legal opinion on whether the Select Board can implement pay per bag without an ordinance. **Motion** was made by Selectman Murphy to sign the Municipal Officers' Certification of Official Text proposing "Town of Bridgton Municipal Solid Waste Pay-Per-Bag Ordinance" appearing on the Special Town Meeting Warrant; second from Selectman Packard. 5 approve/0 oppose



2. Shall an ordinance entitled "Amendments to the Town of Bridgton Consumer Fireworks Ordinance" be enacted?

**Motion** was made by Chair Lone to sign the Municipal Officers' Certification of Official Text proposing "Amendments to the Town of Bridgton Consumer Fireworks Ordinance" appearing on the Special Town Meeting Warrant; second from Selectman Packard. 5 approve/0 oppose

3. Shall an ordinance entitled "Amendments to the Town of Bridgton Dog Ordinance" be enacted?

Representing the Ordinance Review Committee, Deb Brusini requested amendment: Page 1, Article II, Section 2.1 delete item iii and then renumber iv to be iii. **Motion** was made by Chair Lone to amend page 1, Article II Section 2.1 to remove iii (under voice command or command provided that such control is effective and strictly maintained); second from Selectman Tworog. 5 approve/0 oppose **Motion** was made by Chair Lone to sign the Municipal Officers' Certification of Official Text proposing "Amendments to the Town of Bridgton Dog Ordinance" appearing on the Special Town Meeting Warrant; second from Vice-Chair McHatton. 5 approve/0 oppose

4. Shall an ordinance entitled "Amendments to the Bridgton Land Use Code to Establish Standards for Solar Energy Facilities and Correct Miscellaneous Errors" be enacted?

Representing the Planning Board, Deb Brusini requested amendment as follows: p39, in the Dimensional table, near the, in the row entitled "Maximum height of principal structure or accessory structure (feet)" - change 18 to 20; p. 170, for the definition "Solar Energy Facility" - first sentence, change 200 square feet to 400 square feet. Selectman Tworog suggested amendment as follows: p.107, Section V.10. B.2. - change very end of paragraph from V-0.C.5. to V-10.C.5. **Motion** was made by Chair Lone to amend p39, in the Dimensional table, near the, in the row entitled "Maximum height of principal structure or accessory structure (feet)" - change 18 to 20 and p.107, Section V.10. B.2. - change very end of paragraph from V-0.C.5. to V-10.C.5 and p. 170, for the definition "Solar Energy Facility" - first sentence, change 200 square feet to 400 square feet; second from Vice-Chair McHatton. 5 approve/0 oppose **Motion** was made by Chair Lone to sign the Municipal Officers' Certification of Official Text proposing "Amendments to the Bridgton Land Use Code to Establish Standards for Solar Energy Facilities and Correct Miscellaneous Errors" appearing on the Special Town Meeting Warrant; second from Selectman Tworog. 5 approve/0 oppose

b. YES or NO Select Board Recommendation on Questions 1 – 4 (optional)

All in favor of recommending a YES vote on the Town of Bridgton Municipal Solid Waste Pay-Per-Bag Ordinance. All in favor of recommending a YES vote on the Amendments to the Town of Bridgton Consumer Fireworks Ordinance. All in favor of recommending a YES vote on the Amendments to the Town of Bridgton Dog Ordinance. All in favor of recommending a YES vote on the Amendments to the Bridgton Land Use Code to Establish Standards for Solar Energy Facilities and Correct Miscellaneous Errors.

c. Approval of November 8, 2022 Special Town Meeting Warrant

**Motion** was made by Selectman Packard to approve the November 8, 2022 Special Town Meeting Warrant; second from Selectman Murphy. 5 approve/0 oppose

5. *Certificate of Commitment of Sewer User Rates Commitment #266*

Town Manager Peabody noted an error on the Sewer Commitment amount. **Motion** was made by Chair Lone to reconsider the vote; second from Selectman Murphy. 5 approve/0 oppose **Motion** was made by Chair Lone to approve the Certificate of Sewer User Rates Commitment #266 comprising of three pages totaling \$10,082.85 to the Treasurer for collection; second from Vice-Chair McHatton. 5 approve/0 oppose



c. Selectmen's Concerns

- **Selectman Tworog** had no concerns.
- **Selectman Packard** had no concerns.
- **Selectman Murphy** had no concerns.
- **Vice-Chair McHatton** hopes Selectman Tworog is feeling better.
- **Chair Lone** requested that the sidewalk be more manageable by the next Select Board Meeting.

d. Town Manager's Report/Deputy Town Manager's Report

Deputy Town Manager Fleck read the following report into the record:

TOWN OF BRIDGTON  
DEPUTY TOWN MANAGER'S REPORT  
August 23, 2022

General: I would like to take this opportunity to thank summer intern, Athen Hollis, who devoted her time this summer to the Town of Bridgton specifically the Community Development Department. We wish her luck as she moves on with her education. I would also like to thank Madison Douglas, intern for the EMA department. Madison has been instrumental in assisting Todd Perreault, EMA Director, with putting emergency plans in place. Madison will take a small hiatus to continue her studies and will return in the spring to continue her good work for the Town of Bridgton and the EMA department.

There is a Ribbon Cutting ceremony for the new ALL access trail in Pondicherry Park on Thursday, August 25<sup>th</sup> at 10:00a.m. A tour of the trail will be done after a brief ceremony. All community members are welcome to join.

NOTICE: Night work will be conducted by Sargent Corporation, at various points across Route 302 in Bridgton beginning at 6:00p.m. on Sunday, August 28, Monday August 29, and Tuesday August 30, 2022.

Bridgton Recreation Registration is now open for the Bridgton Recreation Before and After School Care Program, Run Club, Youth Cross Country, After School Karate, Football, and Field Hockey. Rec at Town Hall opens back up for Adult programs and the before and after school program starts on Monday, August 29<sup>th</sup>.

The Zombie Halloween Walk returns this year for two weekends. The first weekend will be October 21<sup>st</sup> and 22<sup>nd</sup> and the second weekend will be October 28<sup>th</sup> and 29<sup>th</sup> at the Town Hall/Ice Rink. We are looking for volunteer ZOMBIE'S. Please reach out to Gary Colello, Director of Recreation at 207-647-1126 or [rec@bridgtonmaine.org](mailto:rec@bridgtonmaine.org) if you would like to volunteer.

Festival of Lights is scheduled for Saturday, December 3<sup>rd</sup>.

Please visit [www.bridgtonmaine.org](http://www.bridgtonmaine.org) for a full listing of available activities and for more information on how to register.

Community Development The Town of Bridgton is seeking qualified applicants to fill the position of Deputy Community Development Director. For more information about the position please visit [www.bridgtonmaine.org](http://www.bridgtonmaine.org). Interested individuals should submit an employment application, letter of interest, and resume to the Community Development Director, Victoria Hill at [vhill@bridgtonmaine.org](mailto:vhill@bridgtonmaine.org).

Bridgton Police Department Officer Chaine has recently received his ALICE instructor certification. This certification will enable Officer Chaine to conduct active shooter and preparedness education programs. The Bridgton Police Department is seeking qualified applicants to fill a full-time patrol position. For more information about the position please visit [www.Bridgtonmaine.org](http://www.Bridgtonmaine.org). Interested individuals should submit an employment application, letter of interest, and resume to the Police Chief at [policechief@bridgtonmaine.org](mailto:policechief@bridgtonmaine.org). Our two Park Rangers will be ending their season next weekend. Both Libby Blais and Taylor Dastoli have done an outstanding job patrolling the parks and beaches and have been an asset to the town. We wish them the best as they begin their college endeavors.

Until next time....be safe and be well.

Respectfully submitted, Georgiann M. Fleck, Deputy Town Manager



8. Old Business

a. Wastewater Status Update

Town Manager Peabody provided a brief wastewater status update.

9. Treasurer's Warrants

**Motion** was made by Selectman Packard for approval of Treasurer's Warrants numbered 1011, 1012, 1013 and 1014; second from Selectman Murphy. 5 approve/0 oppose

10. Public Comments on Non-Agenda Items

Deb Brusini reminded the Board that the Solar Farm Mortarium expires in September and recommended that the Select Board extend the moratorium until after the vote in November.

Vice-Chair McHatton reported that his daughter was visiting and was thrilled and surprised with Pondicherry Park.

11. Dates for the Next Board of Selectmen's Meetings

September 13, 2022 and September 27, 2022

12. Adjourn

**Motion** was made by Vice-Chair McHatton to adjourn the meeting at 7:00 P.M.; second from Selectman Packard. 5 approve/0 oppose

Respectfully submitted,

Laurie L. Chadbourne  
Town Clerk

# TOWN OF BRIDGTON COMMITTEE APPLICATION

**3 Chase Street, Suite 1  
Bridgton, Maine 04009  
207-647-8786  
[www.bridgtonmaine.org](http://www.bridgtonmaine.org)**

Interested in participating on the Community Development Advisory Committee.

Applicant's Name: Margaret (Maggie) Lynn

Address: 15 Church St, Bridgton, ME 04009

Phone (Day): 207-944-0661 (Evening) Same

E-mail address: Margaret.l.m.lynn@gmail.com

Personal background information (education, related experience, etc.) B.S. in Geology,  
currently pursuing a Master's at USM in Policy, Planning & Management (sustainable communities track).

Occupation: Development & Outreach Manager at Loon Echo Land Trust

What goal and objectives do you have for this Committee? I look forward to being a connector - to

the Community Heart & Soul process, to Bridgton's non-profit community, and to young people in town.

I also hope to help the committee communicate their goals & projects to the broader Bridgton Community.

Other Information: As a young person who has chosen to live and work in Bridgton, I am excited to  
to contribute to a sustainable & vibrant future for Bridgton.

Availability for Meetings: ☒ Late Afternoons ☒ Evenings ☒ Weekdays

Margaret Lynn  
Applicant's Signature

09 / 06 / 2022  
Date

# TOWN OF BRIDGTON COMMITTEE APPLICATION

3 Chase Street, Suite 1

Bridgton, Maine 04009

207-647-8786

[www.bridgtonmaine.org](http://www.bridgtonmaine.org)

Interested in participating on the INVESTMENT Committee.

Applicant's Name: DAVID WELBURN

Address: 9 COVESIDE LANE

Phone (Day): 617-281-0699 (Evening) \_\_\_\_\_

E-mail address:  davidwelburn@gmail.com

Personal background information (education, related experience, etc.) BA BATES (ECONOMICS)  
MA U. VERMONT (ENGLISH). COMING TO GALLINARI'S CAMPS 58 YEARS, BUILT THERE IN  
2013, MADE BRIDGTON OUR FULL-TIME HOME IN 2021.

Occupation: RETIRED CHIEF ADVANCEMENT OFFICER AT LAHEY CLINIC AND CEO OF ESSEX  
COUNTY (MA) COMMUNITY FOUNDATION, EARLIER CAREER AT BATES, TIFTS, UVM,  
EXTENSIVE EXPERIENCE WITH GROWTH + MANAGEMENT OF INSTITUTIONAL  
INVESTMENTS. SPECIAL EXPERTISE IN NONPROFIT GOVERNANCE AND TRUSTEE EDUCATION.

What goal and objectives do you have for this Committee? 1. CITIZEN UNDERSTANDING  
OF INVESTMENTS, 2. STEWARDSHIP OF TOWN INVESTMENTS, 3. ENCOURAGEMENT  
OF MORE GIFTS IN THE FUTURE, 4. ENGAGEMENT + SERVICE IN OUR NEW HOME,

Other Information: CURRENT INVOLVEMENTS HERE: RUFUS PORTER, LEA,  
CONGREGATIONAL CHURCH, BATES, MAINE APPALACHIAN TRAIL CLUB

Availability for Meetings: ☒ Late Afternoons ☒ Evenings ☒ Weekdays

David M. Welburn

Applicant's Signature

08 / 26 / 2022  
Date



## Laurie Chadbourne

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**From:** Paul Tworog  
**Sent:** Wednesday, August 17, 2022 12:57 PM  
**To:** Robert "Bob" Peabody, Jr.; Carmen E. Lone; G. Frederick Packard; Kenneth "Ken" Murphy; Robert McHatton Sr  
**Cc:** Peter Lowell; Laurie Chadbourne; Georgiann M Fleck; Nikki Hodgkins  
**Subject:** RE: BEDC

I would prefer the September 13<sup>th</sup> meeting to get the BEDE views as soon as possible.

Thanks.

Sent from Mail for Windows

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**From:** Robert "Bob" Peabody, Jr.  
**Sent:** Monday, July 25, 2022 8:31 AM  
**To:** Carmen E. Lone; G. Frederick Packard; Kenneth "Ken" Murphy; Paul Tworog; Robert McHatton Sr  
**Cc:** Peter Lowell; Laurie Chadbourne; Georgiann M Fleck; Nikki Hodgkins  
**Subject:** FW: BEDC

Folks-

Please see email from Peter below.

Bob

Robert A. Peabody, Jr.  
Bridgton Town Manager  
3 Chase Street, Suite 1  
Bridgton, Maine 04009  
[rpeabody@bridgtonmaine.org](mailto:rpeabody@bridgtonmaine.org)  
207.647.8786 Office  
207.256.7211 Cell

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**From:** Peter Lowell <lakesmoose@gmail.com>  
**Sent:** Monday, July 25, 2022 8:11 AM  
**To:** Robert "Bob" Peabody, Jr. <rpeabody@bridgtonmaine.org>  
**Cc:** Mark Lopez <mrklopez@comcast.net>; Jim Chalmers <jchalmers@chalmersinsurancegroup.com>; George Szok <gszoksbox@gmail.com>  
**Subject:** BEDC

Hi Bob-

The Bridgton Economic Development Corporation would like to request a meeting with the Select Board sometime in September to resume discussions about the Memorial School. We appreciate your help.

Sincerely,  
Peter Lowell

**TOWN OF BRIDGTON**  
**Municipal Officers' Notice of Public Hearing**

The Municipal Officers of the Town of Bridgton will hold a Public Hearing at 5:30 P.M. on Tuesday, September 13, 2022 at the Municipal Building located at 10 Iredale Street, in Bridgton to hear public comment on an extension to the "Town of Bridgton Ordinance Establishing a Moratorium on Commercial Solar Energy Facilities" for an additional 90 days.

Please run the ad in the Bridgton News on Thursday, September 1, 2022.  
Kindly confirm receipt.

Thank you,  
Laurie

**Title 30-A: MUNICIPALITIES AND COUNTIES**  
**Part 2: MUNICIPALITIES**  
 Subpart 6-A: PLANNING AND LAND USE REGULATION  
**Chapter 187: PLANNING AND LAND USE REGULATION**  
 Subchapter 3: LAND USE REGULATION

## §4356. Moratoria

Any moratorium adopted by a municipality on the processing or issuance of development permits or licenses must meet the following requirements. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

**1. Necessity.** The moratorium must be needed:

A. To prevent a shortage or an overburden of public facilities that would otherwise occur during the effective period of the moratorium or that is reasonably foreseeable as a result of any proposed or anticipated development; or [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

B. Because the application of existing comprehensive plans, land use ordinances or regulations or other applicable laws, if any, is inadequate to prevent serious public harm from residential, commercial or industrial development in the affected geographic area. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

[PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

**2. Definite term.** The moratorium must be of a definite term of not more than 180 days. The moratorium may be extended for additional 180-day periods if the municipality adopting the moratorium finds that:

A. The problem giving rise to the need for the moratorium still exists; and [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

B. Reasonable progress is being made to alleviate the problem giving rise to the need for the moratorium. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

[PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

**3. Extension by select board.** In municipalities where the municipal legislative body is the town meeting, the select board may extend the moratorium in compliance with subsection 2 (./30-A/title30-Asec4356.html) after notice and hearing.

[PL 2021, c. 275, §46 (AMD).]

### SECTION HISTORY

PL 1989, c. 104, §§45, C10 (NEW). PL 2021, c. 275, §46 (AMD).



**TOWN OF BRIDGTON  
ORDINANCE ESTABLISHING A MORATORIUM  
ON COMMERCIAL SOLAR ENERGY FACILITIES**

**Section 1. Title; Authority.**

This ordinance, duly enacted by the legislative body of the Town of Bridgton (the "Town") and entitled "Town of Bridgton Ordinance Establishing a Moratorium on Commercial Solar Energy Facilities" is referenced herein as the "Moratorium Ordinance."

This Moratorium Ordinance is adopted pursuant to the Town's home rule authority under Article VII, Part Second, of the Maine Constitution and 30-A M.R.S.A §§ 3001, 4356, and any other enabling statutes.

**Section 2. Necessity.**

The Town makes the following findings:

- A. Pursuant to L.D. 1711, the Maine Legislature enacted amendments to the state's net energy billing program for customers of investor-owned utilities, which amendments are codified at 35-A M.R.S.A. §§ 3209-A and 3209-B.
- B. The amended net energy billing program incentivizes utility customers to make financial investments in the construction of commercial distributed generation resources, including solar photovoltaic power electrical generation facilities ("Solar Facilities"), in order to receive, for electricity delivered to the electric grid from such facilities, monetary credits to reduce the customers' utility bills.
- C. As a result of the amended net energy billing program, developers have expressed interest in and aggressively pursued the development of Solar Facilities throughout the State of Maine, including in the Town.
- D. The Town's ordinances, including without limitation the Town of Bridgton Land Use Code, are insufficient to prevent serious public harm that could result from the siting, installation, and operation of additional Solar Facilities within the Town.
- E. In particular, the siting, installation, and operation of Solar Facilities within the Town raises legitimate and substantial questions about the impact of such facilities on the Town, including questions as to compatibility of such facilities with existing and permitted land uses in the Town; potential adverse environmental effects, including cumulative effects, of such facilities; and the lack of plans and other financial assurances that such facilities will be properly constructed and decommissioned.
- F. As a result of the foregoing issues, the siting, installation, and operation of Solar Facilities within the Town has potentially serious implications for the health, safety, and welfare of the Town and its residents and visitors.

- G. The Town needs time to evaluate the need for and to prepare reasonable ordinance provisions or amendments governing the siting, installation, operation, and decommissioning of Solar Facilities within the Town and to secure voter approval for such ordinance provisions or amendments.
- H. The Town, with assistance from the Planning Board, Code Enforcement Officer, and other departments, intends to study the Town's Land Use Code and other Town ordinances to determine the land use and other regulatory implications of the siting, installation, operation, and decommissioning of Solar Facilities within the Town, and to consider what additional or different locations, approvals, and performance standards, if any, might be appropriate for such facilities.
- I. It is anticipated that such a study, review, and development of recommended ordinance and code amendments will take not more than 180 days from the Effective Date of this Moratorium Ordinance.
- J. In the judgment of the municipal officers and the legislative body of the Town, the foregoing findings constitute an emergency within the meaning of 30-A M.R.S.A. § 4356 requiring immediate legislative action.

### **Section 3. Moratorium.**

The Town does hereby declare a moratorium on (a) the siting, installation, construction, expansion, or licensing of any Commercial Solar Energy Facility within the Town; (b) the acceptance or processing of any application, proposal, or request for a Commercial Solar Energy Facility that is pending on or after the Date of Applicability; and (c) the issuance of any license, permit, approval, or any other action or decision by a board, officer, official, employee, agent, or department of the Town related to a Commercial Solar Energy Facility. During the time this Moratorium Ordinance is in effect, no officer, official, employee, office, administrative board, or agency of the Town shall accept, process, approve, deny, or in any other way act upon any application for any type of license, permit, or approval related to a Commercial Solar Energy Facility.

### **Section 4. Definition.**

For purposes of this Moratorium Ordinance, "Commercial Solar Energy Facility" is defined as an assembly or installation of solar collectors and associated mounting hardware, electricity storage equipment, transmission and distribution lines, and related infrastructure that uses solar photovoltaic (PV) technology (including solar panels, arrays, or modules) to collect convert, store, and/or deliver electricity for off-site consumption, and which is intended for the production of income; *provided, however*, that this Moratorium Ordinance shall not apply to a Commercial Solar Energy Facility with a nameplate capacity of 125 kW (DC) or less.



## **Section 5. Effective Date.**

This Moratorium Ordinance shall become effective immediately upon its adoption by the legislative body of the Town (the "Effective Date") and shall remain in full force and effect for a period of 180 days from the Date of Applicability, unless extended, repealed, or modified in accordance with applicable law.

## **Section 6. Date of Applicability.**

Notwithstanding 1 M.R.S.A. § 302 or any other law to the contrary, and regardless of the Effective Date, this Moratorium Ordinance shall govern and apply to all proceedings and applications for a Commercial Solar Energy Facility that were or are pending before the Town's Code Enforcement Officer or Planning Board on or any time after March 22, 2022 (the "Date of Applicability") and, to the extent allowed by 30-A M.R.S.A. § 3007(6), shall nullify the issuance of any final approval of the Code Enforcement Officer or the Planning Board made on or at any time after the Date of Applicability that authorizes the operation of a Commercial Solar Energy Facility.

## **Section 7. Conflicts; Savings Clause.**

Any provisions of the Town's ordinances that are inconsistent with or conflict with the provisions of this Moratorium Ordinance are hereby repealed to the extent applicable for the duration of this moratorium. If any section or provision of this Moratorium Ordinance is declared by a court of competent jurisdiction to be invalid, such a declaration shall not invalidate any other section or provision.

## **Section 8. Violations.**

If any Commercial Solar Energy Facility is located or operated in the Town, in violation of this Moratorium Ordinance, each day of any continuing violation shall constitute a separate violation of this Moratorium Ordinance and the Town shall be entitled to all rights available to it pursuant to 30-A M.R.S.A. § 4452, including, but not limited to, fines and penalties, injunctive relief, and its reasonable attorney's fees and costs in prosecuting any such violations.

**Title 30-A: MUNICIPALITIES AND COUNTIES**  
**Part 2: MUNICIPALITIES**  
 Subpart 6-A: PLANNING AND LAND USE REGULATION  
**Chapter 187: PLANNING AND LAND USE REGULATION**  
 Subchapter 3: LAND USE REGULATION

## §4356. Moratoria

Any moratorium adopted by a municipality on the processing or issuance of development permits or licenses must meet the following requirements. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

**1. Necessity.** The moratorium must be needed:

A. To prevent a shortage or an overburden of public facilities that would otherwise occur during the effective period of the moratorium or that is reasonably foreseeable as a result of any proposed or anticipated development; or [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

B. Because the application of existing comprehensive plans, land use ordinances or regulations or other applicable laws, if any, is inadequate to prevent serious public harm from residential, commercial or industrial development in the affected geographic area. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

[PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

**2. Definite term.** The moratorium must be of a definite term of not more than 180 days. The moratorium may be extended for additional 180-day periods if the municipality adopting the moratorium finds that:

A. The problem giving rise to the need for the moratorium still exists; and [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

B. Reasonable progress is being made to alleviate the problem giving rise to the need for the moratorium. [PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

[PL 1989, c. 104, Pt. A, §45 (NEW); PL 1989, c. 104, Pt. C, §10 (NEW).]

**3. Extension by select board.** In municipalities where the municipal legislative body is the town meeting, the select board may extend the moratorium in compliance with subsection 2 (./30-A/title30-Asec4356.html) after notice and hearing.

[PL 2021, c. 275, §46 (AMD).]

### SECTION HISTORY

PL 1989, c. 104, §SA45, C10 (NEW). PL 2021, c. 275, §46 (AMD).



**TOWN OF BRIDGTON**  
**ORDINANCE ESTABLISHING A MORATORIUM**  
**ON COMMERCIAL SOLAR ENERGY FACILITIES**

**Section 1. Title; Authority.**

This ordinance, duly enacted by the legislative body of the Town of Bridgton (the "Town") and entitled "Town of Bridgton Ordinance Establishing a Moratorium on Commercial Solar Energy Facilities" is referenced herein as the "Moratorium Ordinance."

This Moratorium Ordinance is adopted pursuant to the Town's home rule authority under Article VII, Part Second, of the Maine Constitution and 30-A M.R.S.A. §§ 3001, 4356, and any other enabling statutes.

**Section 2. Necessity.**

The Town makes the following findings:

- A. Pursuant to L.D. 1711, the Maine Legislature enacted amendments to the state's net energy billing program for customers of investor-owned utilities, which amendments are codified at 35-A M.R.S.A. §§ 3209-A and 3209-B.
- B. The amended net energy billing program incentivizes utility customers to make financial investments in the construction of commercial distributed generation resources, including solar photovoltaic power electrical generation facilities ("Solar Facilities"), in order to receive, for electricity delivered to the electric grid from such facilities, monetary credits to reduce the customers' utility bills.
- C. As a result of the amended net energy billing program, developers have expressed interest in and aggressively pursued the development of Solar Facilities throughout the State of Maine, including in the Town.
- D. The Town's ordinances, including without limitation the Town of Bridgton Land Use Code, are insufficient to prevent serious public harm that could result from the siting, installation, and operation of additional Solar Facilities within the Town.
- E. In particular, the siting, installation, and operation of Solar Facilities within the Town raises legitimate and substantial questions about the impact of such facilities on the Town, including questions as to compatibility of such facilities with existing and permitted land uses in the Town; potential adverse environmental effects, including cumulative effects, of such facilities; and the lack of plans and other financial assurances that such facilities will be properly constructed and decommissioned.
- F. As a result of the foregoing issues, the siting, installation, and operation of Solar Facilities within the Town has potentially serious implications for the health, safety, and welfare of the Town and its residents and visitors.

- G. The Town needs time to evaluate the need for and to prepare reasonable ordinance provisions or amendments governing the siting, installation, operation, and decommissioning of Solar Facilities within the Town and to secure voter approval for such ordinance provisions or amendments.
- H. The Town, with assistance from the Planning Board, Code Enforcement Officer, and other departments, intends to study the Town's Land Use Code and other Town ordinances to determine the land use and other regulatory implications of the siting, installation, operation, and decommissioning of Solar Facilities within the Town, and to consider what additional or different locations, approvals, and performance standards, if any, might be appropriate for such facilities.
- I. It is anticipated that such a study, review, and development of recommended ordinance and code amendments will take not more than 180 days from the Effective Date of this Moratorium Ordinance.
- J. In the judgment of the municipal officers and the legislative body of the Town, the foregoing findings constitute an emergency within the meaning of 30-A M.R.S.A. § 4356 requiring immediate legislative action.

### **Section 3. Moratorium.**

The Town does hereby declare a moratorium on (a) the siting, installation, construction, expansion, or licensing of any Commercial Solar Energy Facility within the Town; (b) the acceptance or processing of any application, proposal, or request for a Commercial Solar Energy Facility that is pending on or after the Date of Applicability; and (c) the issuance of any license, permit, approval, or any other action or decision by a board, officer, official, employee, agent, or department of the Town related to a Commercial Solar Energy Facility. During the time this Moratorium Ordinance is in effect, no officer, official, employee, office, administrative board, or agency of the Town shall accept, process, approve, deny, or in any other way act upon any application for any type of license, permit, or approval related to a Commercial Solar Energy Facility.

### **Section 4. Definition.**

For purposes of this Moratorium Ordinance, "Commercial Solar Energy Facility" is defined as an assembly or installation of solar collectors and associated mounting hardware, electricity storage equipment, transmission and distribution lines, and related infrastructure that uses solar photovoltaic (PV) technology (including solar panels, arrays, or modules) to collect convert, store, and/or deliver electricity for off-site consumption, and which is intended for the production of income; *provided, however*, that this Moratorium Ordinance shall not apply to a Commercial Solar Energy Facility with a nameplate capacity of 125 kW (DC) or less.



## **Section 5. Effective Date.**

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## **Section 7. Conflicts; Savings Clause.**

Any provisions of the Town's ordinances that are inconsistent with or conflict with the provisions of this Moratorium Ordinance are hereby repealed to the extent applicable for the duration of this moratorium. If any section or provision of this Moratorium Ordinance is declared by a court of competent jurisdiction to be invalid, such a declaration shall not invalidate any other section or provision.

## **Section 8. Violations.**

If any Commercial Solar Energy Facility is located or operated in the Town, in violation of this Moratorium Ordinance, each day of any continuing violation shall constitute a separate violation of this Moratorium Ordinance and the Town shall be entitled to all rights available to it pursuant to 30-A M.R.S.A. § 4452, including, but not limited to, fines and penalties, injunctive relief, and its reasonable attorney's fees and costs in prosecuting any such violations.

# Town of Bridgton

## Senior Tax Assistance Ordinance

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### Senior Property Tax Assistance

#### 1.1 Purpose.

The purpose of this ordinance is to establish a program to provide property tax assistance to persons 70 years of age and over who have resided in the Town of Bridgton for at least twenty (20) continuous years. Under this program, the Town of Bridgton will provide refund payments to those individuals who maintain a homestead in the Town of Bridgton and meet the criteria established by this ordinance.

#### 1.2 Definitions.

As used in this ordinance, the following terms shall have the meanings indicated:

#### **BENEFIT BASE**

Property taxes paid by a qualifying applicant during the tax year on the qualifying applicant's homestead or rent constituting property taxes paid by the resident individual during the tax year on a homestead.

#### **HOMESTEAD**

For purposes of this ordinance, "homestead" shall have the same meaning as defined in 36 M.R.S.A. § 5219-KK (1)(C). Generally, a homestead is a dwelling owned or rented by the person seeking tax assistance under this ordinance or held in a revocable living trust for the benefit of that person. The dwelling must be occupied by that person and that person's dependents as a home.

#### **INCOME**

Total household income as determined by the total (gross) income reported on the applicant's most recent federal income tax return (line 22 of Form 1040; line 15 of Form 1040A; line four of Form 1040EZ), plus the total (gross) income reported on the most recent federal income tax return of each additional member of the household if filing separately. If the applicant and/or any member of the household do not file a federal income tax return, income shall be the cumulative amount of all income received by the applicant and each additional member of the household from whatever source derived, including, but not limited to, the following items:

- A. Compensation for services, including wages, salaries, tips, fees, commissions, fringe benefits and similar items;
- B. Gross income derived from business;
- C. Gains derived from dealings in property (capital or other);
- D. Interest;
- E. Rents from real estate;
- F. Royalties;



- G. Dividends;
- H. Alimony and separate maintenance payments received;
- I. Annuities;
- J. Pensions;
- K. Income from discharge of indebtedness;
- L. Distributive share of partnership gross income;
- M. Income from an interest in an estate or trust;
- N. IRA distributions;
- O. Unemployment compensation; and
- P. Social security benefits.

#### **QUALIFYING APPLICANT**

A person who is determined by the Town Manager or his designee, after review of a complete application under § 1.4 of this ordinance, to be eligible for a refund payment under the terms of this ordinance.

#### **RENT CONSTITUTING PROPERTY TAX**

Fifteen percent of the gross rent actually paid in cash or its equivalent during the tax year solely for the right of occupancy of a homestead. For the purposes of this ordinance, "gross rent" means rent paid at arm's length solely for the right of occupancy of a homestead, exclusive of charges for any utilities, services, furniture, furnishings or personal property appliances furnished by the landlord as part of the rental agreement, whether or not expressly set out in the rental agreement.

##### **1.3 Criteria for participation.**

In order to participate in the property tax assistance program, an applicant shall demonstrate all of the following:

- A. The applicant shall be 70 years of age or more at the time of application.
- B. The applicant shall have a homestead in the Town of Bridgton at the time of the application and for the entire year prior to the date of application.
- C. The applicant has been a resident of the Town of Bridgton for at least twenty (20) continuous years immediately preceding the date of application for participation in the Program.
- D. The applicant shall meet the application and eligibility criteria set forth in §§1.4 and 1.5 of this ordinance.

##### **1.4 Application and payment procedures.**

- A. Persons seeking to participate in the property tax assistance program shall submit an application to the Town Manager no later than August 1 of the year for which the refund is requested. Applications are required for every year the applicant seeks to participate in this program. The application form for the program shall be made available upon request in the Town Manager's office and shall

include, at a minimum, the applicant's name, homestead address and contact information. Attached to all applications shall be proof of household income.

- B. Applicants shall also submit proof of property taxes paid or rent constituting property taxes paid during the tax year on the individual's homestead in the Town of Bridgton.
- C. The Town Manager, or his designee, shall review and determine if the application is complete and accurate and if the applicant is otherwise eligible to participate in the program. The Town Manager shall notify an applicant if an application is determined to be incomplete. The Town Manager's decision on eligibility to participate in the program shall be final.

#### **1.5 Determination of eligibility and amount.**

- A. Eligibility under this ordinance is designed to provide greater benefits proportionally to applicants with lower income in relation to their benefit base. Applicants with income greater than an amount equal to 80% of the current United States Department of Housing and Urban Development metropolitan area median family income shall not be eligible for benefits under this ordinance. Eligible applicants will receive a benefit totaling the amounts set forth in Subsection A (1) and (2) as follows, provided that the cumulative maximum benefit allowed shall be \$750:
  - (1) The total amount of any increase to the applicant's benefit base from the most recent tax year to the current tax year; and
  - (2) Benefits based on a calculation of the applicant's benefit base as a percentage of their income [(Benefit/Income) x 100 = Benefit base as percent of income.]
    - (a) If the benefit base as a percent of income is greater than 10%, the applicant will receive \$350;
    - (b) If the benefit base as a percent of income is 8% to 10% of income, the applicant will receive \$250;
    - (c) If the benefit base as a percent of income is 6% to 7% of income, the applicant will receive \$150;
    - (d) If the benefit base as a percent of income is 5% or less, the applicant will receive \$50.

#### **1.6 Limitations on payments.**

- A. The Town Manager shall report to the Board of Selectmen for its approval at its first meeting in September each year the projected payments and number of eligible applicants requesting assistance from the program fund.
- B. Payments under this ordinance shall be conditioned upon the existence of sufficient monies in the program fund for the year in which participation is sought. If there are not sufficient monies in the program fund to pay all qualifying applicants under this ordinance per the calculations set forth in § 1.5, payments shall be limited to the amounts available in the fund and may be prorated accordingly. In the event that a lack of funding results in no payment or less than the full payment to a qualifying applicant, the request and/or unpaid balance will not carry over to the next year.

#### **1.7 Creation of program fund.**

The program fund from which payments shall be made under the terms of this ordinance shall be created as follows:

- A. The Board of Selectmen, pursuant to the Town of Bridgton's Reserve Accounts Policy (approved 04/15/15 as amended), shall establish the Senior Property Tax Assistance Reserve.



B. An appropriation for funding the program shall appear as a Warrant Ordinance for approval at the Annual Town Meeting.

**1.8 Timing of payments.**

A person who qualifies for payment under this program shall be mailed a check for the benefit amount for which he/she is eligible under § 1.5 no later than 14 days from the date of Board of Selectmen approval of the applications for the year in which participation is sought.

**1.9 One applicant per household.**

Only one qualifying applicant per household shall be entitled to payment under this program each year. Eligibility shall be determined based on total household income. The right to file an application under this ordinance is personal to the applicant and does not survive the applicant's death, but the right may be exercised on behalf of an applicant by the applicant's legal guardian or attorney in fact. If an applicant dies after having filed a timely complete application that results in a determination of qualification, the amount determined by the Town Manager shall be disbursed to another member of the household as determined by the Town Manager. If the applicant was the only member of a household, then no payment shall be made under this ordinance.

<u>Applicant Name</u>	<u>Qualification Amount</u>
Arthur Sindlinger, Jr.	\$250.50
Barbara MacLean	\$159.88
Terrence Wheaton	\$163.23
Carolyn Walker	\$274.03
Vaughn Staples	\$59.33
Isabelle Gingras	\$340.10
Janet Underwood	\$151.33
Geraldine Murch	\$345.70
Gilbert Cross	\$260.44
Larry Allen	\$59.93
Total Award Amount	\$2,064.47



## Laurie Chadbourne

---

**From:** Robert "Bob" Peabody, Jr.  
**Sent:** Thursday, August 25, 2022 3:35 PM  
**To:** Carmen E. Lone; G. Frederick Packard; Kenneth "Ken" Murphy; Paul Tworog; Robert McHatton Sr  
**Cc:** Laurie Chadbourne; Georgiann M Fleck; Nikki Hodgkins; Holly Heymann  
**Subject:** FW: County Budget Transition

Folks-

I will place this on the first meeting in September's agenda.

Bob

Robert A. Peabody, Jr.  
Bridgton Town Manager  
3 Chase Street, Suite 1  
Bridgton, Maine 04009  
[rpeabody@bridgtonmaine.org](mailto:rpeabody@bridgtonmaine.org)  
207.647.8786 Office  
207.256.7211 Cell

---

**From:** Jim Gailey <[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)>  
**Sent:** Thursday, August 25, 2022 3:24 PM  
**To:** Anthony Ward <[manager@cascomaine.org](mailto:manager@cascomaine.org)>; Bill Braun <[bill.braun@fryeislandtown.org](mailto:bill.braun@fryeislandtown.org)>; Viktoria Wood <[TownAdmin@chebeague.net](mailto:TownAdmin@chebeague.net)>; Becky Taylor Chase <[administrator@pownalmaine.org](mailto:administrator@pownalmaine.org)>; John Hawley <[jhawley@townofnaples.org](mailto:jhawley@townofnaples.org)>; Robert "Bob" Peabody, Jr. <[rpeabody@bridgtonmaine.org](mailto:rpeabody@bridgtonmaine.org)>; Nathan Poore <[npore@falmouthme.org](mailto:npoore@falmouthme.org)>; Don Willard <[don.willard@raymondmaine.org](mailto:don.willard@raymondmaine.org)>; William R. Shane <[wshane@cumberlandmaine.com](mailto:wshane@cumberlandmaine.com)>; Jim Gailey <[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)>; Kristi Eiane <[keiane@town.harpswell.me.us](mailto:keiane@town.harpswell.me.us)>; Tony Plante <[tplante@gpcog.org](mailto:tplante@gpcog.org)>; Jerre Bryant <[jbryant@westbrook.me.us](mailto:jbryant@westbrook.me.us)>; John Eldridge <[jeldridge@brunswickme.org](mailto:jeldridge@brunswickme.org)>; Nathaniel Tupper <[ntupper@yarmouth.me.us](mailto:ntupper@yarmouth.me.us)>; Ephrem Paraschak <[eparaschak@gorham.me.us](mailto:eparaschak@gorham.me.us)>; Christine Landis <[townmanager@newgloucester.com](mailto:townmanager@newgloucester.com)>; Peter Joseph <[pjoseph@freeportmaine.com](mailto:pjoseph@freeportmaine.com)>; Scott Morelli <[SMorelli@southportland.org](mailto:SMorelli@southportland.org)>; Anne McGuire <[amcguire@portlandmaine.gov](mailto:amcguire@portlandmaine.gov)>; Nathaniel Rudy <[nrudym@graymaine.org](mailto:nrudym@graymaine.org)>; Brian Dudley <[townadmin@townoflongisland.us](mailto:townadmin@townoflongisland.us)>; Diane Barnes <[manager@northyarmouth.org](mailto:manager@northyarmouth.org)>; Thomas Hall <[thall@scarboroughmaine.org](mailto:thall@scarboroughmaine.org)>; Debbie Wakefield <[dwakefieldbaldwin@yahoo.com](mailto:dwakefieldbaldwin@yahoo.com)>; Tashia Pinkham <[tpinkham@standish.org](mailto:tpinkham@standish.org)>; Michele Bukovechas <[townmanager@townofseabago.org](mailto:townmanager@townofseabago.org)>; Matthew Sturgis <[matthew.sturgis@capeelizabeth.org](mailto:matthew.sturgis@capeelizabeth.org)>; Barry A. Tibbetts <[batibbetts@windhammaine.us](mailto:batibbetts@windhammaine.us)>; cnewell@harrisonmaine.org  
**Subject:** County Budget Transition

Good Afternoon,

As you all know, the County is going through a budget year transition in 2023. We are currently working on a 6 month budget (Jan to June) and a 12 month budget (July to June 2024). The 12 month budget will be handled the same as in years past and town's warrants will be due at the same time of year. What is different is the handling of the 6 month budget.

To transition from a calendar year to a fiscal year, the 6 month budget needs to happen. The County has offered towns the ability to pay this 6 month budget all up front in year 1 or spread the payments out over a 5 year period.

We have asked towns how they would like to pay the 6 months and to please notify us by October 1st of this year.

I have heard from the following towns:

North Yarmouth

Raymond

Chebeague

Naples

Windham

South Portland

Baldwin

New Gloucester (I'd like to confirm again)

If your town is not on this list, would you please let me know what your town's desires are in terms of the number of years to pay this 6 month budget. It will be roughly 50% of your 2022 warrant.

Thank you.

Jim

James H. Gailey  
County Manager  
Cumberland County  
142 Federal Street  
Portland, Maine 04101  
207-699-1904  
[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)  
[@countygovguy](https://www.facebook.com/cumberlandgovguy)

  
Cumberland **County**

Notice: Under Maine law, documents - including e-mails - in the possession of public officials or employees about government business may be classified as public records. There are very few exceptions. As a result, please be advised that what is written in an e-mail could be released to the public and/or the media if requested.



## Laurie Chadbourne

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**Sent:** Thursday, August 25, 2022 4:02 PM  
**To:** Carmen E. Lone; G. Frederick Packard; Kenneth "Ken" Murphy; Paul Tworog; Robert McHatton Sr  
**Cc:** Laurie Chadbourne; Holly Heymann; Georgiann M Fleck; Nikki Hodgkins  
**Subject:** FW: County Budget Transition

Additional information.

Bob

Robert A. Peabody, Jr.  
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207.647.8786 Office  
207.256.7211 Cell

**From:** Jim Gailey <[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)>  
**Sent:** Thursday, August 25, 2022 4:01 PM  
**To:** Nat Tupper <[ntupper@yarmouth.me.us](mailto:ntupper@yarmouth.me.us)>  
**Cc:** Anthony Ward <[manager@cascomaine.org](mailto:manager@cascomaine.org)>; Bill Braun <[bill.braun@fryeislandtown.org](mailto:bill.braun@fryeislandtown.org)>; Viktoria Wood <[TownAdmin@chebeague.net](mailto:TownAdmin@chebeague.net)>; Becky Taylor Chase <[administrator@pownalmaine.org](mailto:administrator@pownalmaine.org)>; John Hawley <[jhawley@townofnaples.org](mailto:jhawley@townofnaples.org)>; Robert "Bob" Peabody, Jr. <[rpeabody@bridgtonmaine.org](mailto:rpeabody@bridgtonmaine.org)>; Nathan Poore <[npoore@falmouthme.org](mailto:npoore@falmouthme.org)>; Don Willard <[don.willard@raymondmaine.org](mailto:don.willard@raymondmaine.org)>; William R. Shane <[wshane@cumberlandmaine.com](mailto:wshane@cumberlandmaine.com)>; Kristi Eiane <[keiane@town.harpswell.me.us](mailto:keiane@town.harpswell.me.us)>; Tony Plante <[tplante@gpcog.org](mailto:tplante@gpcog.org)>; Jerre Bryant <[jbryant@westbrook.me.us](mailto:jbryant@westbrook.me.us)>; John Eldridge <[jeldridge@brunswickme.org](mailto:jeldridge@brunswickme.org)>; Ephrem Paraschak <[eparaschak@gorham.me.us](mailto:eparaschak@gorham.me.us)>; Christine Landis <[townmanager@newgloucester.com](mailto:townmanager@newgloucester.com)>; Peter Joseph <[pjoseph@freeportmaine.com](mailto:pjoseph@freeportmaine.com)>; Scott Morelli <[SMorelli@southportland.org](mailto:SMorelli@southportland.org)>; Anne Mcguire <[amcguire@portlandmaine.gov](mailto:amcguire@portlandmaine.gov)>; Nathaniel Rudy <[nrudy@graymaine.org](mailto:nrudy@graymaine.org)>; Brian Dudley <[townadmin@townoflongisland.us](mailto:townadmin@townoflongisland.us)>; Diane Barnes <[manager@northyarmouth.org](mailto:manager@northyarmouth.org)>; Thomas Hall <[thall@scarboroughmaine.org](mailto:thall@scarboroughmaine.org)>; Debbie Wakefield <[dwakefieldbaldwin@yahoo.com](mailto:dwakefieldbaldwin@yahoo.com)>; Tashia Pinkham <[tpinkham@standish.org](mailto:tpinkham@standish.org)>; Michele Bukovechas <[townmanager@townofsebago.org](mailto:townmanager@townofsebago.org)>; Matthew Sturgis <[matthew.sturgis@capeelizabeth.org](mailto:matthew.sturgis@capeelizabeth.org)>; Barry A. Tibbetts <[batibbetts@windhammaine.us](mailto:batibbetts@windhammaine.us)>; cnewell@harrisonmaine.org  
**Subject:** Re: County Budget Transition

Correct. Thank you Nat.

Jim

James H. Gailey  
County Manager  
Cumberland County  
142 Federal Street  
Portland, Maine 04101  
207-699-1904

[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)  
[@countygovguy](mailto:@countygovguy)

On Thu, Aug 25, 2022 at 3:49 PM Nat Tupper <[ntupper@yarmouth.me.us](mailto:ntupper@yarmouth.me.us)> wrote:

Yarmouth Council will vote (on a 5 year spread, I'm sure) on September 15. Just want to re-confirm, the six-month bill (or the annual installment on it) will be due in Oct 2023, and the new FY 24 Assessment (12-month running from 7/1/23- 6/30/24) will also be due on in Oct 23. Right?

Nathaniel J. Tupper, Town Manager

Town of Yarmouth, Maine

200 Main Street Yarmouth Maine 04096

Ph: (207) 846-9036 Ext 209

[ntupper@yarmouth.me.us](mailto:ntupper@yarmouth.me.us)

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**From:** Jim Gailey <[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)>

**Sent:** Thursday, August 25, 2022 3:24 PM

**To:** Anthony Ward <[manager@cascomaine.org](mailto:manager@cascomaine.org)>; Bill Braun <[bill.braun@fryeislandtown.org](mailto:bill.braun@fryeislandtown.org)>; Viktoria Wood <[TownAdmin@chebeague.net](mailto:TownAdmin@chebeague.net)>; Becky Taylor Chase <[administrator@pownalmaine.org](mailto:administrator@pownalmaine.org)>; John Hawley <[jhawley@townofnaples.org](mailto:jhawley@townofnaples.org)>; Robert A. Peabody, Jr. <[rpeabody@bridgtonmaine.org](mailto:rpeabody@bridgtonmaine.org)>; Nathan Poore <[npore@falmouthme.org](mailto:npoore@falmouthme.org)>; Don Willard <[don.willard@raymondmaine.org](mailto:don.willard@raymondmaine.org)>; William R. Shane <[wshane@cumberlandmaine.com](mailto:wshane@cumberlandmaine.com)>; Jim Gailey <[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)>; Kristi Eiane <[keiane@town.harpswell.me.us](mailto:keiane@town.harpswell.me.us)>; Tony Plante <[tplante@gpcog.org](mailto:tplante@gpcog.org)>; Jerre Bryant <[jbryant@westbrook.me.us](mailto:jbryant@westbrook.me.us)>; John Eldridge <[jeldridge@brunswickme.org](mailto:jeldridge@brunswickme.org)>; Nat Tupper <[ntupper@Yarmouth.me.us](mailto:ntupper@Yarmouth.me.us)>; Ephrem Paraschak <[eparaschak@gorham.me.us](mailto:eparaschak@gorham.me.us)>; Christine Landis <[townmanager@newgloucester.com](mailto:townmanager@newgloucester.com)>; Peter Joseph <[pjoseph@freeportmaine.com](mailto:pjoseph@freeportmaine.com)>; Scott Morelli <[SMorelli@southportland.org](mailto:SMorelli@southportland.org)>; Anne McGuire <[amcguire@portlandmaine.gov](mailto:amcguire@portlandmaine.gov)>; Nathaniel Rudy <[nrudy@graymaine.org](mailto:nrudy@graymaine.org)>; Brian Dudley <[townadmin@townoflongisland.us](mailto:townadmin@townoflongisland.us)>; Diane Barnes <[manager@northyarmouth.org](mailto:manager@northyarmouth.org)>; Thomas Hall <[thall@scarboroughmaine.org](mailto:thall@scarboroughmaine.org)>; Debbie Wakefield <[dwakefieldbaldwin@yahoo.com](mailto:dwakefieldbaldwin@yahoo.com)>; Tashia Pinkham <[tpinkham@standish.org](mailto:tpinkham@standish.org)>; Michele Bukovechas <[townmanager@townofsebago.org](mailto:townmanager@townofsebago.org)>; Matthew Sturgis <[matthew.sturgis@capeelizabeth.org](mailto:matthew.sturgis@capeelizabeth.org)>; Barry A. Tibbetts <[batibbetts@windhammaine.us](mailto:batibbetts@windhammaine.us)>; [cnewell@harrisonmaine.org](mailto:cnewell@harrisonmaine.org)

**Subject:** County Budget Transition

Good Afternoon,



As you all know, the County is going through a budget year transition in 2023. We are currently working on a 6 month budget (Jan to June) and a 12 month budget (July to June 2024). The 12 month budget will be handled the same as in years past and town's warrants will be due at the same time of year. What is different is the handling of the 6 month budget.

To transition from a calendar year to a fiscal year, the 6 month budget needs to happen. The County has offered towns the ability to pay this 6 month budget all up front in year 1 or spread the payments out over a 5 year period.

We have asked towns how they would like to pay the 6 months and to please notify us by October 1st of this year.

I have heard from the following towns:

North Yarmouth

Raymond

Chebeague

Naples

Windham

South Portland

Baldwin

New Gloucester (I'd like to confirm again)

If your town is not on this list, would you please let me know what your town's desires are in terms of the number of years to pay this 6 month budget. It will be roughly 50% of your 2022 warrant.

Thank you.

Jim

James H. Gailey

County Manager

Cumberland County

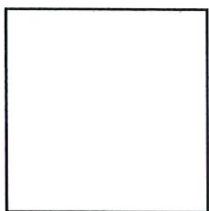
142 Federal Street

Portland, Maine 04101

207-699-1904

[gailey@cumberlandcounty.org](mailto:gailey@cumberlandcounty.org)

@countygovguy



Notice: Under Maine law, documents - including e-mails - in the possession of public officials or employees about government business may be classified as public records. There are very few exceptions. As a result, please be advised that what is written in an e-mail could be released to the public and/or the media if requested.

  
Cumberland **County**

Notice: Under Maine law, documents - including e-mails - in the possession of public officials or employees about government business may be classified as public records. There are very few exceptions. As a result, please be advised that what is written in an e-mail could be released to the public and/or the media if requested.



# **Budget Worksheet** **July 1, 2022 - June 30, 2023**

Dept: 299 Othr TwnWide	2020 Actual	2021 Actual	2022 Budget	2022 YTD as of 12/31/2021	Department Head Request	Town Manager Request	BOS Approval
<b>Prof &amp; Tech</b>							
4-4090 Legal Srv	23,518	13,420	18,000	10,805	15,000	15,000	15,000
<i>General/legal services i.e.; personnel issues, litigation, and counsel</i>							
4-4340 Septic Disps	500	250	750	0	750	750	750
<i>Please see contracts for Portland Water District and Lewiston Auburn Water District</i>							
<b>Total Prof &amp; Tech</b>	24,018	13,670	18,750	10,805	15,750	15,750	15,750
<b>Fixed Expense</b>							
8-8010 County Tax	728,506	738,484	772,951	772,951	809,718	809,718	809,718
<i>County FY2023 Mil Rate \$0.64/thousand based on \$1,205,750,000 valuation</i>							
8-8020 County Dispatch	111,886	173,675	120,455	60,228	129,057	129,057	129,057
<i>By Contract; 22/23 \$129,056.76 ; 23/24 \$132,849.36 ; 24/25 \$136,858.68.</i>							
8-8030 MSAD #61	9,631,664	9,823,004	9,721,339	4,798,652	9,721,339	9,721,339	9,894,413
<i>Preliminary Budget</i>							

## Government-Wide Financial Analysis

Our analysis below focuses on the net position and changes in net position of the Town's governmental activities. The Town's total net position for governmental activities increased by \$1,560,388 from \$18,892,689 to \$20,453,077. For the business-type activities the Town's total net position decreased by \$44,324 from \$2,861,439 to \$2,817,115.

**Unrestricted net position** - the part of net position that can be used to finance day-to-day operations without constraints established by debt covenants, enabling legislation or other legal requirements - increased for the governmental activities to a balance of **\$7,218,116 at the end of the fiscal year**. For the business-type activities, the unrestricted net position decreased to a deficit balance of \$2,344,800.

**Table 1**  
**Town of Bridgton, Maine**  
**Net Position**  
**June 30,**

	<b>Governmental Activities</b>		<b>Business-type Activities</b>	
	<b>2021</b>	<b>2020 (Restated)</b>	<b>2021</b>	<b>2020 (Restated)</b>
<b>Assets:</b>				
Current Assets	\$12,986,257	\$14,103,637	\$2,505,487	\$2,802,876
Noncurrent Assets-Capital Assets	13,327,393	11,114,497	6,161,915	3,228,007
Total Assets	26,313,650	25,218,134	8,667,402	6,030,883
<b>Deferred Outflows of Resources:</b>				
Deferred Outflows Related to Pensions	144,750	89,562	-	-
Deferred Outflows Related to OPEB	81,563	54,123	-	-
Total Deferred Outflows of Resources	226,313	143,685	-	-
<b>Liabilities:</b>				
Current Liabilities	932,231	1,475,881	4,900,287	2,169,444
Noncurrent Liabilities	5,013,970	4,924,258	950,000	1,000,000
Total Liabilities	5,946,201	6,400,139	5,850,287	3,169,444
<b>Deferred Inflows of Resources:</b>				
Prepaid Taxes	65,047	-	-	-
Deferred Inflows Related to Pensions	1,473	-	-	-
Deferred Inflows Related to OPEB	74,165	68,991	-	-
Total Deferred Inflows of Resources	140,685	68,991	-	-
<b>Net Position:</b>				
Net Investment in Capital Assets	8,717,447	7,823,012	5,161,915	2,223,006
Restricted	4,517,514	3,947,152	-	-
Unrestricted	7,218,116	7,122,525	(2,344,800)	638,433
Total Net Position	\$20,453,077	\$18,892,689	\$2,817,115	\$2,861,439



# TOWN OF BRIDGTON

## MEMO

**TO:** Select Board  
**FROM:** Laurie L. Chadbourne, Town Clerk  
**RE:** Business Licenses  
**DATE:** September 8, 2022

---

### September 11, 2022 Select Board Meeting

#### 9. New Business

##### b. Permits/Documents Requiring Board Approval

1. Victualer's License to Campfire Grille located at 518 Portland Road  
☒ CEO (to include any Planning Board requirements) ☒ Fire ☒ Police ☒ Town Clerk

Complete applications are on file at the Town Clerk's Office and available for Select Board review.

***Nabil Sarraf***

Date: 21/08/2022

Ref.: 16-5-17

**Messrs. Town of Bridgeton  
3 Chase Street, Suite 1  
Bridgeton, Me 04009**

**Attn. Board of Selectman**

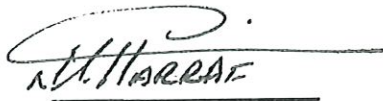
**Re. Tax Map & Lot 19A-31; Sunnybrook Farm Road**

Dear Sir/ Madam,

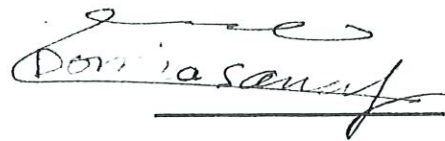
We refer to your letter dated February 3, 2022 and outstanding tax payments on Lot 19A-31,

Pease find attached a Cahier's Cheque for the amount of USD 1,299.50 to cover the outstanding amount of tax. Furthermore, we kindly request that the property is returned and it's foreclosure status is removed.

We look forward to resolving this matter and apologize for any inconvenience this has caused.



**Nabil Sarraf**



**Domai Farah**



ARAB BANK PLC  
JORDAN BRANCHES

5152

NOT TRANSFERABLE  
FIRST BENEFICIARY A/C ONLY

Date 21 August 2022

1-9/210 USA

Pay To The TOWN OF BRIDGTON  
Order Of

\$ 1,299.50

USD ONE THOUSAND TWO HUNDRED NINETY NINE AND 50/100 ONLY

DOLLARS

Look for micro print in signature line, multi-color background and a watermark on this document. Absence of these constitutes fraud.

CITIBANK, N.A.  
111 WALL STREET  
NEW YORK, N.Y.  
10048

citibank

For

Saul  
A855  
B732

⑈0000005152⑈ ⑆021000089⑆

36329879⑈

# TOWN OF BRIDGTON

## MEMO

**TO:** Robert A. Peabody, Jr.  
**CC:** Georgiann M. Fleck  
**FROM:** Brenda Day, Code Enforcement Officer  
**RE:** 0 Sunnybrook Farm Rd.  
**DATE:** August 31, 2022

---

To Mr. Peabody,

On August 30, 2022, I did a drive by inspection of 0 Sunnybrook Farm Rd., Bridgton, ME 04009, Map 19A/Lot 31 owned by Nabil Sarraf.

- This property is land only with no structures. Very clean piece of property.

My recommendation at this time, would be to return the property back to Nabil Sarrar.

Respectfully Submitted,

Brenda Day  
Code Enforcement Officer



# QUITCLAIM DEED

## Without Covenant

The Town of Bridgton, a body corporate and politic in the County of Cumberland and State of Maine, for consideration paid, **RELEASES** to **Nabil Sarraf**, with a mailing address of P.O. Box 815440 Amman, Jordan 1180, without Quitclaim Covenant, all its right, title, and interest in and to a certain lot or parcel of land, together with any buildings or improvements thereon, situated on Mockingbird Lane in the Town of Bridgton, County of Cumberland and State of Maine, being identified as Tax Map 19A, Lot 31 on the 2019 Assessors' Tax Commitment.

Meaning and intending to convey all the same premises which the said Grantor acquired by virtue of a Tax Lien assessed against Nabil Sarraf and in favor of the Town of Bridgton, recorded on July 28, 2020 and recorded in Book 36980, Page 28 in the Cumberland County Registry of Deeds, and a Tax Lien assessed against Nabil Sarraf and in favor of the Town of Bridgton, recorded July 27, 2021 and recorded in Book 38470, Page 69 in said Registry of Deeds.

Witness my hand and seal this 13<sup>th</sup> day of September 2022.

Inhabitants of the

TOWN OF BRIDGTON

By: \_\_\_\_\_ Carmen E. Lone, Chairman

*Municipal Officers*

\_\_\_\_\_ Robert J. McHatton, Sr., Vice-Chairman

\_\_\_\_\_ G. Frederick Packard

\_\_\_\_\_ Kenneth J. Murphy

\_\_\_\_\_ Paul A. Tworog

**STATE OF MAINE**

**COUNTY OF CUMBERLAND ss.**

**September 13, 2022**

Then personally appeared the above-named Municipal Officers of the Town of Bridgton, Carmen E. Lone, Robert J. McHatton, Sr., G. Frederick Packard, Kenneth J. Murphy, and Paul A. Tworog, and acknowledged the foregoing to be their free act and deed in their said capacity, and the free act and deed of the Inhabitants of said Municipality.

Before me, \_\_\_\_\_

Laurie Chadbourne

Notary Public, State of Maine

My Commission Expires November 14, 2026

# Memo

**To:** Selectboard Members  
**From:** Madison Douglas  
**Date:** August 25<sup>th</sup>, 2022  
**Re:** EMA Review of Documents

---

Board Members,

Todd Perreault and I would like to have you review the documents you received in an email on August 25<sup>th</sup>, 2022. Over the next couple of weeks, if you have any questions or changes you would like to make, we ask that you make notes of those. You will go over anything at the September 13<sup>th</sup> meeting. Todd will be at this meeting to ensure all of your questions are answered.

If possible and if time allows, we would like to approve these documents at this meeting as well. The documents you are reviewing, and hopefully approving, are:

The Emergency Operations Plan

The Transportation Plan

The Pandemic Plan

The Shelter Manager's Handbook

Commodity Points of Distribution site plans (3)

Thank you for your time,

Madison Douglas



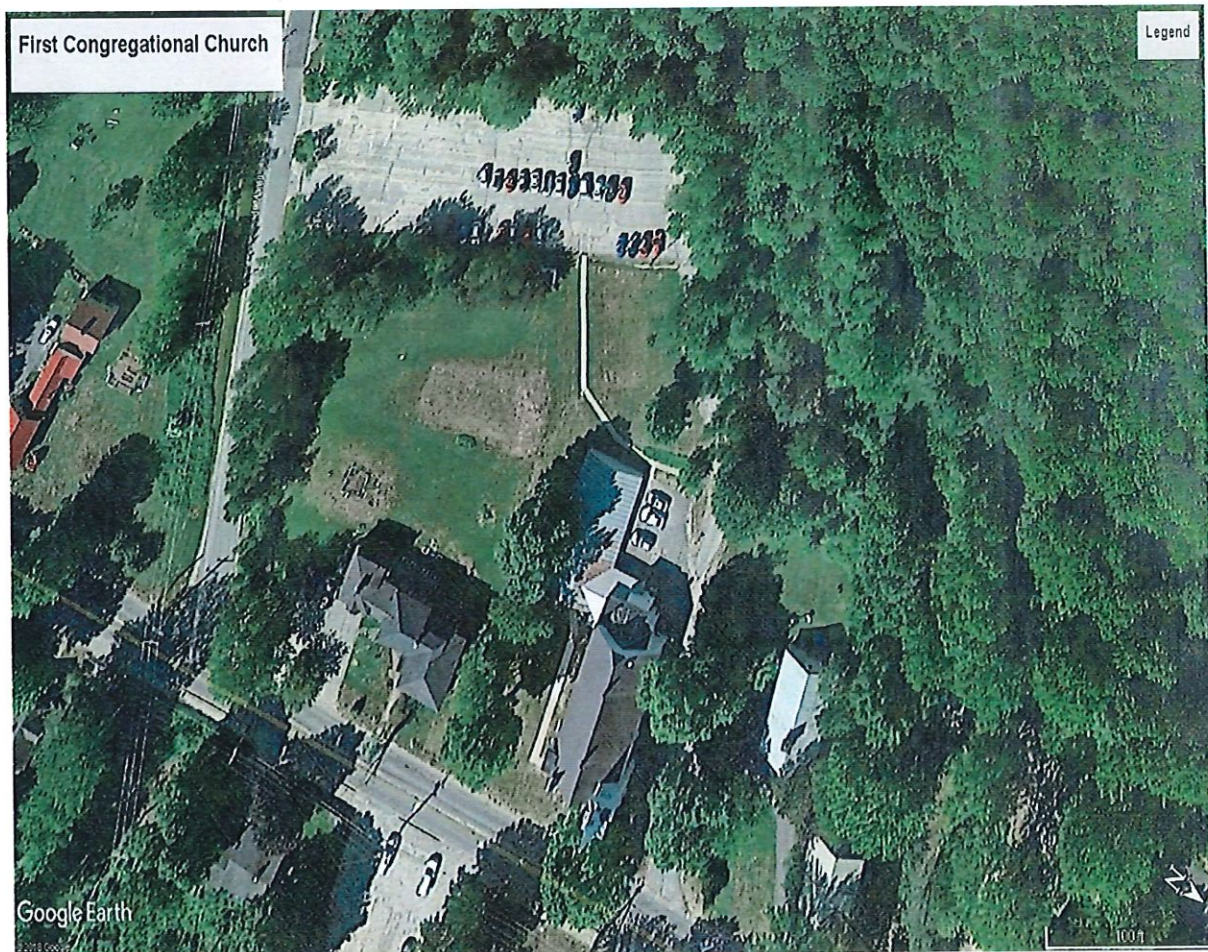
# Commodity Distribution

## Site-Specific Plan












First Congregational Church

Bridgton

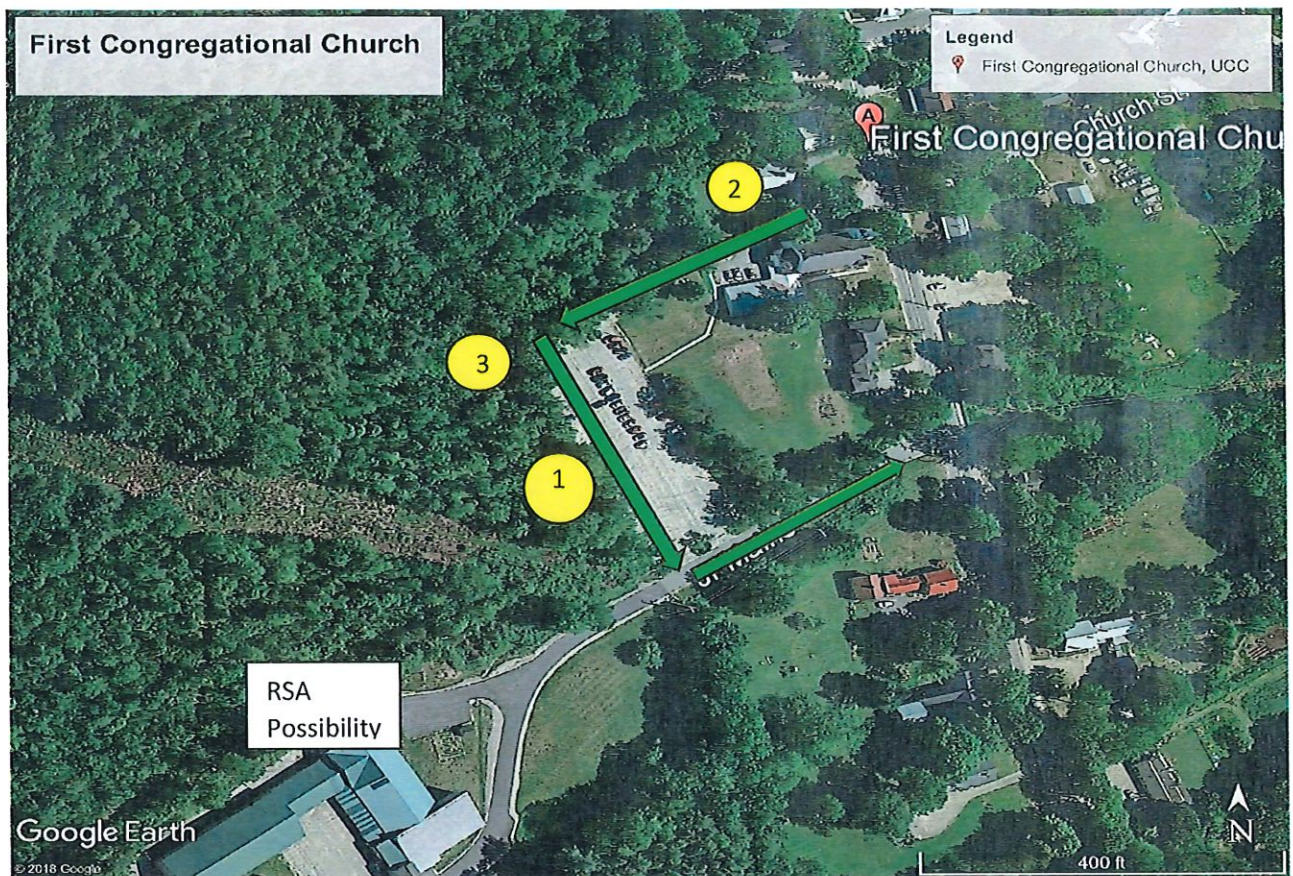
Final Version: 07/23/19



## C-POD Layout Key

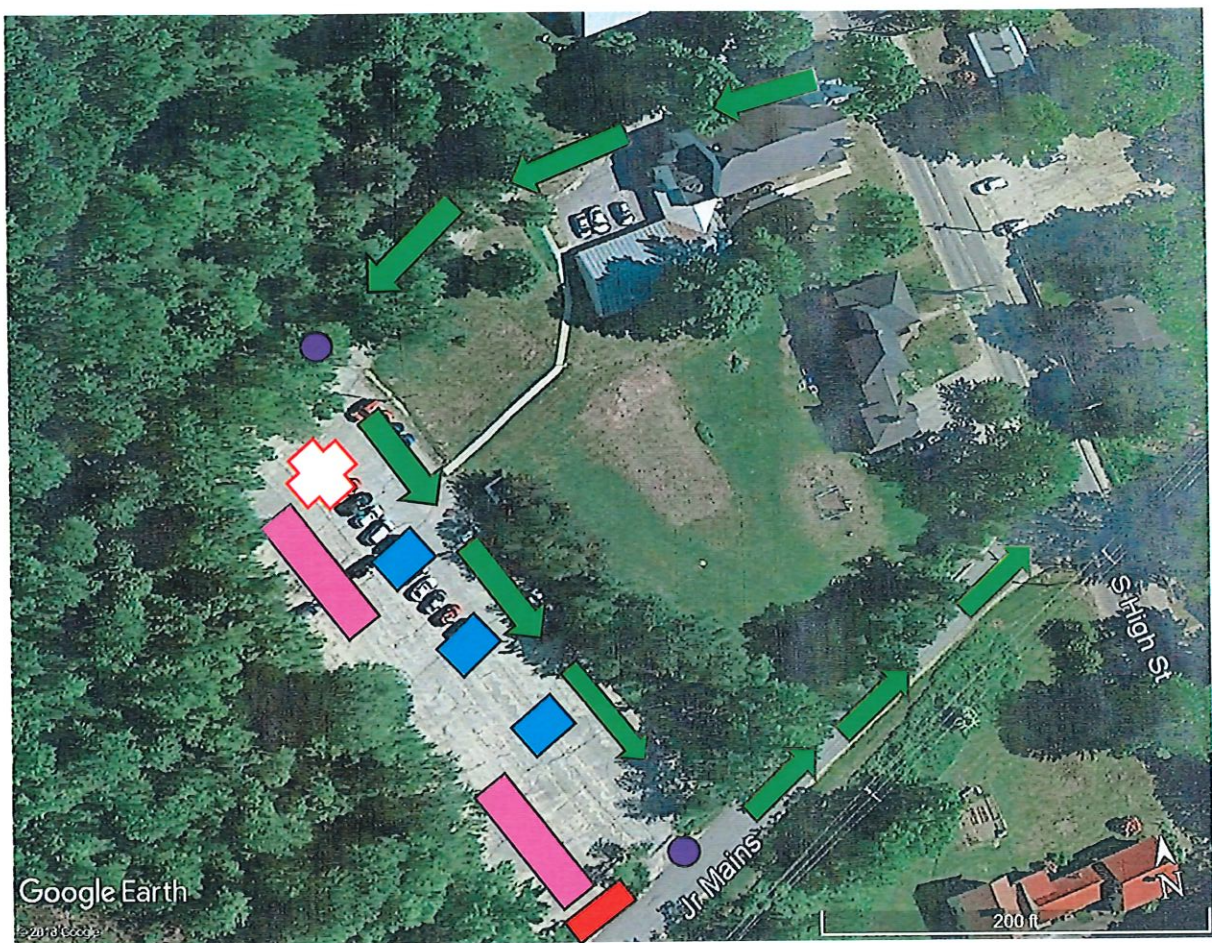
-  • Yellow Arrow – Alternate Entrance
-  • Green Arrow – Flow of Traffic
-  • Blue Squares – Pallets of Commodities
-  • Pink Rectangle – Supply Truck
-  • Purple Circles – Traffic Control
-  • Red Circles – Security
-  • Blue Triangle – Rest Area for staff
-  • Yellow Square – Signs
-  • Red Rectangle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





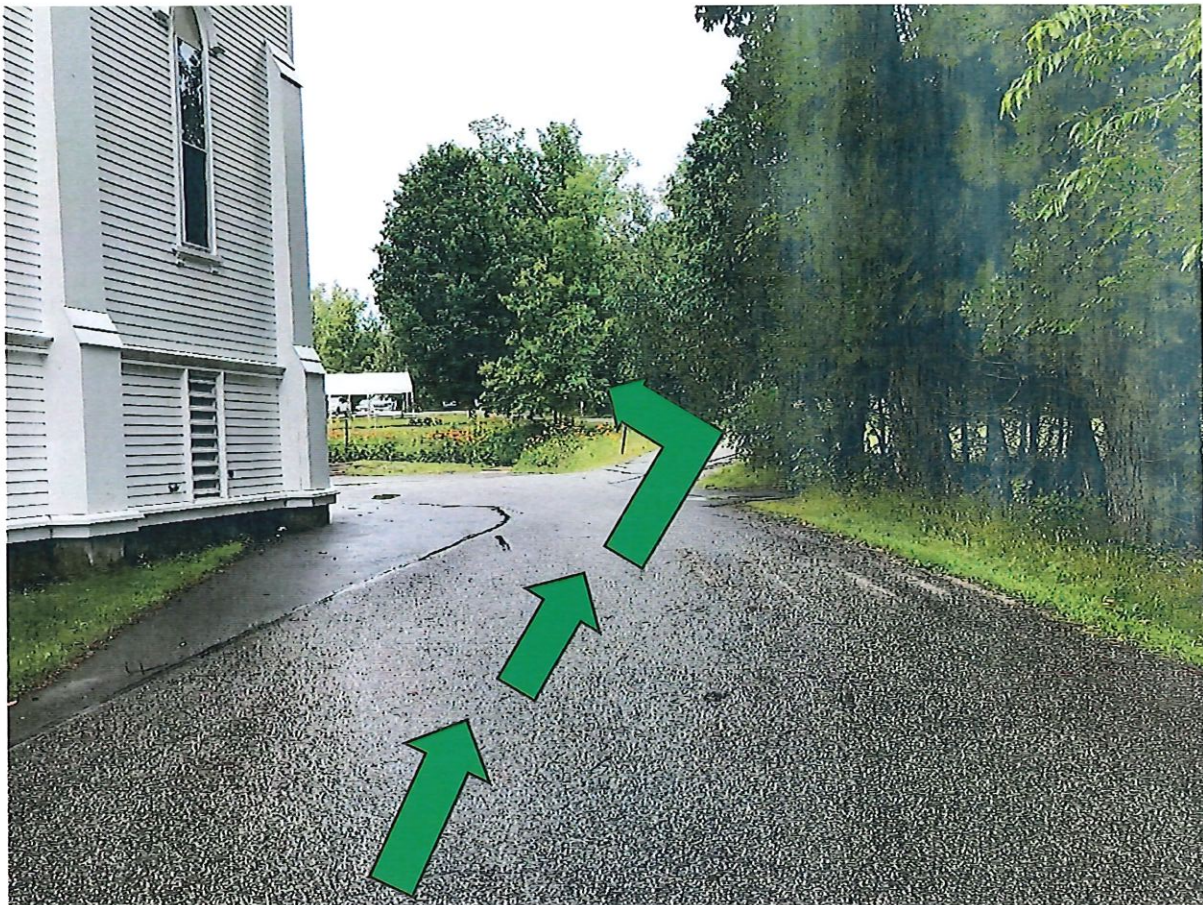
**Overhead View.** C-POD and Possible Regional Staging Area



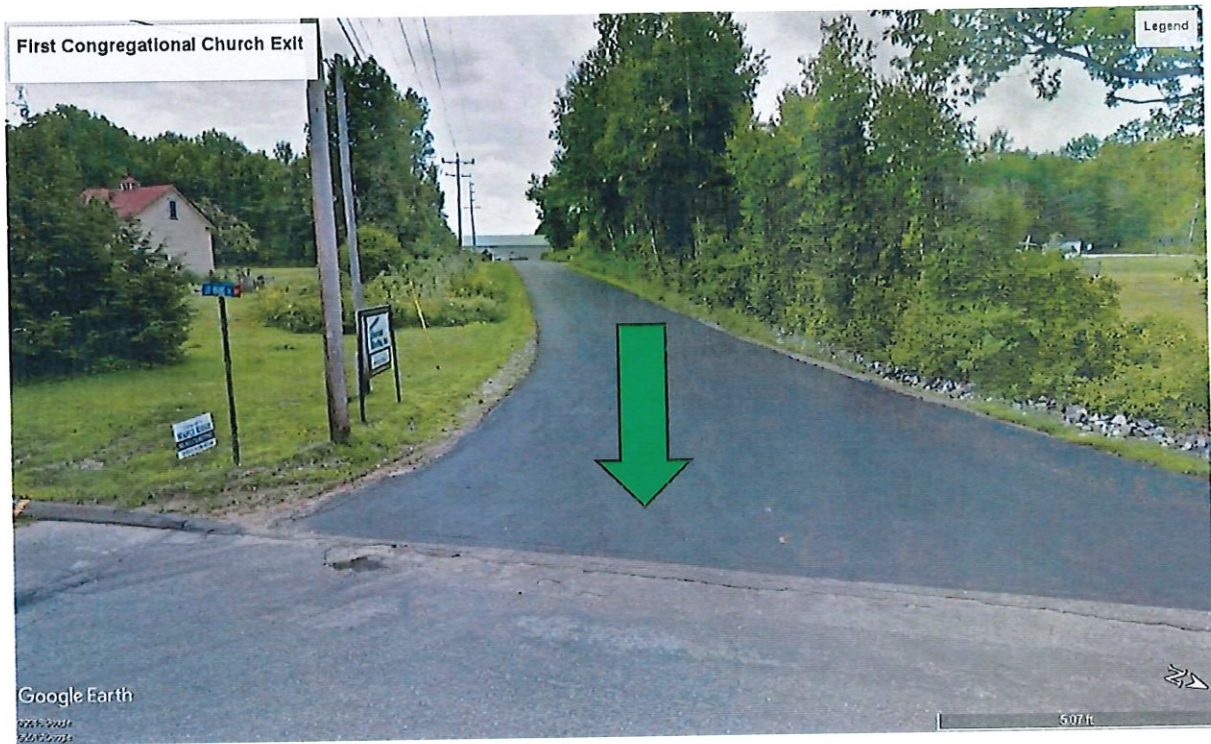


**Image 1. C-POD Set Up**





**Image 2. Entrance**



**Image 3. Exit**



## Site Assessment Tool

### General

Date of assessment	7/17/19
Site name	First Congregational Church
Name of site owner/manager	First Congregational Church
Street address	33 S High St, Bridgton, ME 04009
Latitude	44°03'04.91 N
Longitude	70°42'50.98" W
Name of facility representatives present for assessment	N/A
Name of emergency managers present for assessment	Todd Perrault- EMA Director Town of Bridgton
Name of other representatives present for assessment	
County	Cumberland
Police department jurisdiction and telephone number	Bridgton Police Department, 207-647-8814
Fire department jurisdiction and telephone number	Bridgton Fire Department, 207-647-3663
Nearest hospital and telephone number	Bridgton Hospital, 207-647-6000

### Physical

Site dimensions (in sq. ft.)	35,685 sq. ft.
Intended site usage (Regional Staging Area, C-POD, or both)	C-POD
Maximum allowable C-POD type	Type 3
Type of space (paved, concrete, or gravel hard-stand, or other)	Paved, Concrete
Maximum load site can withstand	
Accessible at all times	Yes
Access controlled by a gate	No
Location of driveway(s)	High Street and Jr Mains
Barriers at any driveways	No
Additional information and possible mitigation	Forklifts accessible at roofing company up the street. ** MOU Needed with Church organization Roofing Company may be site for County RSA

### Security

Site monitored by the use of CCTV cameras	No
Concrete barriers or heavy equipment onsite	No
Perimeter fencing around site	No

# Safety

Exterior lighting on building and/or fixed lighting throughout site	Yes
PA system available	No
Covered areas accessible from outside (i.e., for use as staff break areas)	Yes

## Freeway, Highway, or Toll Road Access

Freeway/Highway/Toll Road	Nearest On-Ramp location	Nearest Exit
N/A	N/A	N/A

## Streets Bordering the Site

Street	Is it a one-way?	Are there median barriers? If so, note location of turn pockets.
North side	N/A	N/A
South side	No	No
East side	No	No
West side	N/A	N/A

## Traffic Considerations

Major intersections within one mile of site	None
Things that may impact traffic (e.g., nearby businesses, county events)	None
Alternate routes to site	No
Ferry service available (if applicable)	N/A

## Regular Events That May Impact Use of Site for Commodity Distribution



# **Commodity Distribution**

## **Site-Specific Plan**

### **Shawnee Peak**

#### **Bridgton**

**Final Version: 07/17/19**

Shawnee Peak














Legend

Google Earth



## 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 with Red Outline- American Red Cross Distribution Area

# Overhead View

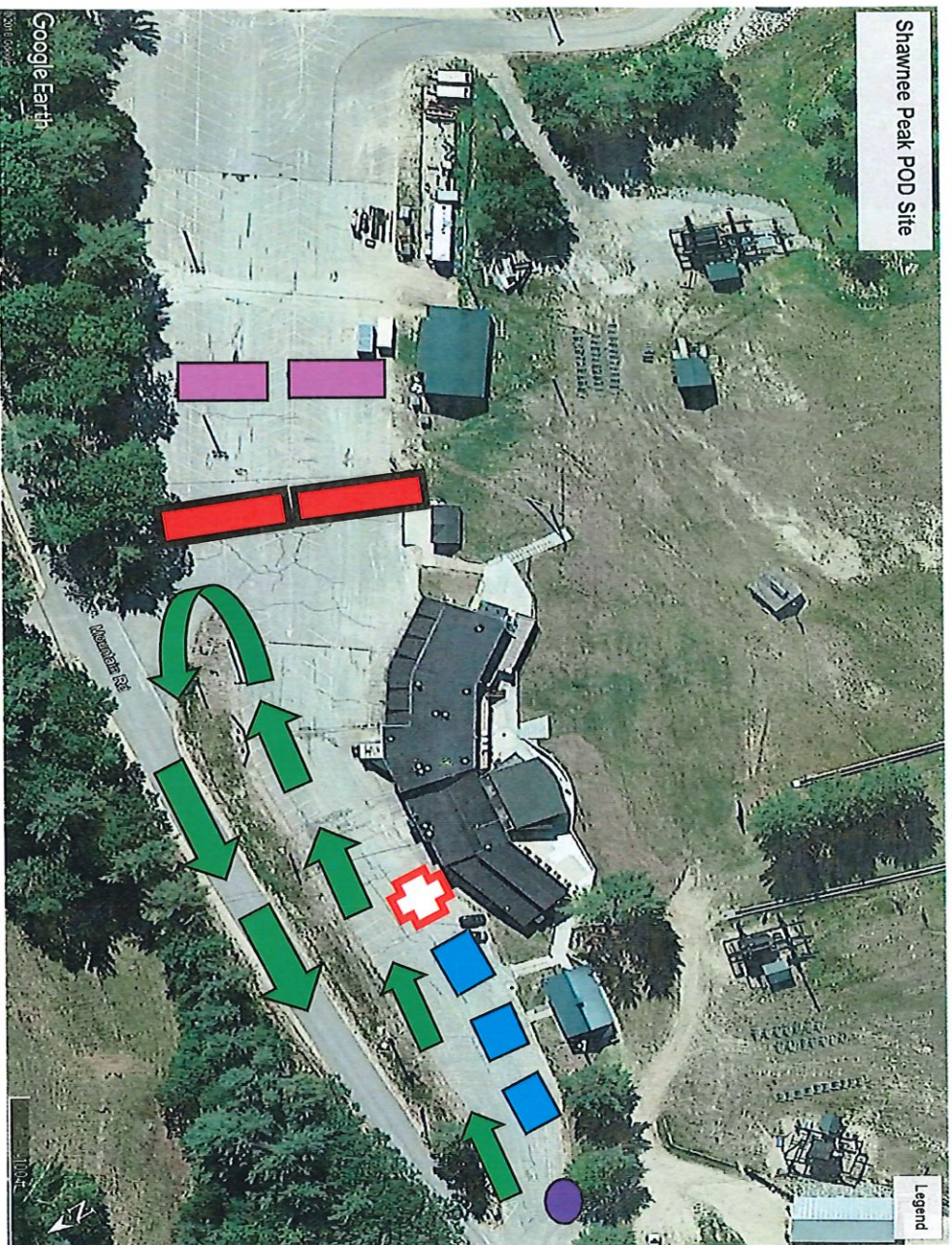


Image 1. C-Pod Set Up



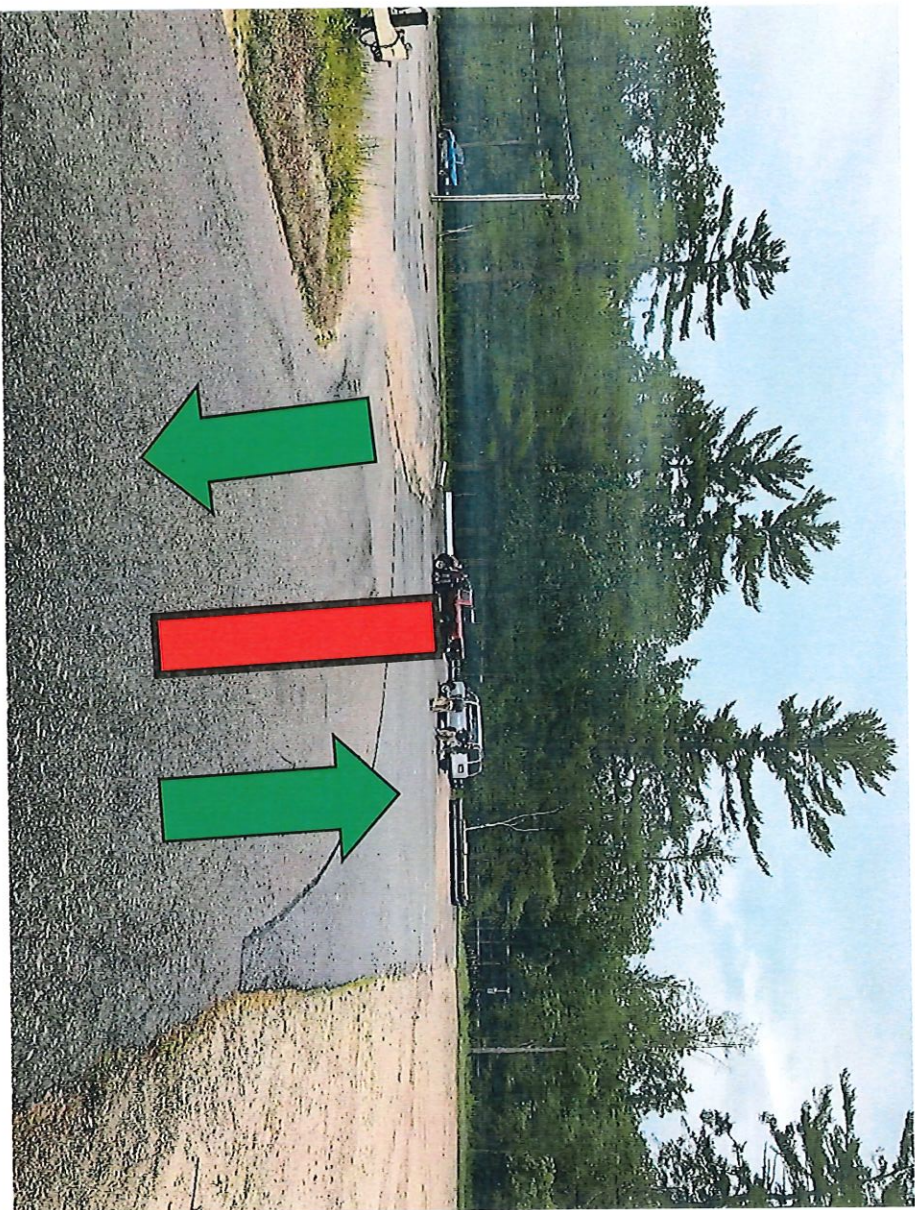


Image 2. Entrance and Exit



## Site Assessment Tool

### General

Date of assessment	7/17/19
Site name	Shawnee Peak Ski Area
Name of site owner/manager	
Street address	119 Mountain Rd, Bridgton, ME 04009
Latitude	44°03'32.21"N
Longitude	70°48'53.90" W
Name of facility representatives present for assessment	
Name of emergency managers present for assessment	Todd Perrault EMA Director Town of Bridgton
Name of other representatives present for assessment	
County	Cumberland
Police department jurisdiction and telephone number	Bridgton Police Department, 207-647-8814
Fire department jurisdiction and telephone number	Bridgton Fire Department, 207-647-3663
Nearest hospital and telephone number	Bridgton Hospital, 207-647-6000

### Physical

Site dimensions (in sq. ft.)	102,118
Intended site usage (Regional Staging Area, C-POD, or both)	C-POD
Maximum allowable C-POD type	Type 3
Type of space (paved, concrete, or gravel hard-stand, or other)	Part Concrete Paved, Part Gravel
Maximum load site can withstand	
Accessible at all times	Yes
Access controlled by a gate	No
Location of driveway(s)	Mountain Road
Barriers at any driveways	No
Additional information and possible mitigation	<b>** MOU NEEDED WITH PRIVATE ENTITY -SKI AREA</b> Oxford County welcomed to use this site as well

### Security

Site monitored by the use of CCTV cameras	No
Concrete barriers or heavy equipment onsite	No
Perimeter fencing around site	No

### Safety

Exterior lighting on building and/or fixed lighting throughout site	Yes
---	-----



PA system available	Yes
Covered areas accessible from outside (i.e., for use as staff break areas)	Yes

#### Freeway, Highway, or Toll Road Access

Freeway/Highway/Toll Road	Nearest On-Ramp location	Nearest Exit
N/A	N/A	N/A

#### Streets Bordering the Site

Street	Is it a one-way?	Are there median barriers? If so, note location of turn pockets.
North side Mountain Road	No	No
South side N/A	N/A	N/A
East side N/A	N/A	N/A
West side N/A	N/A	N/A

#### Traffic Considerations

Major intersections within one mile of site	No
Things that may impact traffic (e.g., nearby businesses, county events)	Ski Resort
Alternate routes to site	No
Ferry service available (if applicable)	N/A

#### Regular Events That May Impact Use of Site for Commodity Distribution

Ski related events

# Commodity Distribution

## Site-Specific Plan

Alliance Church

Bridgton

Final Version: 07/23/19

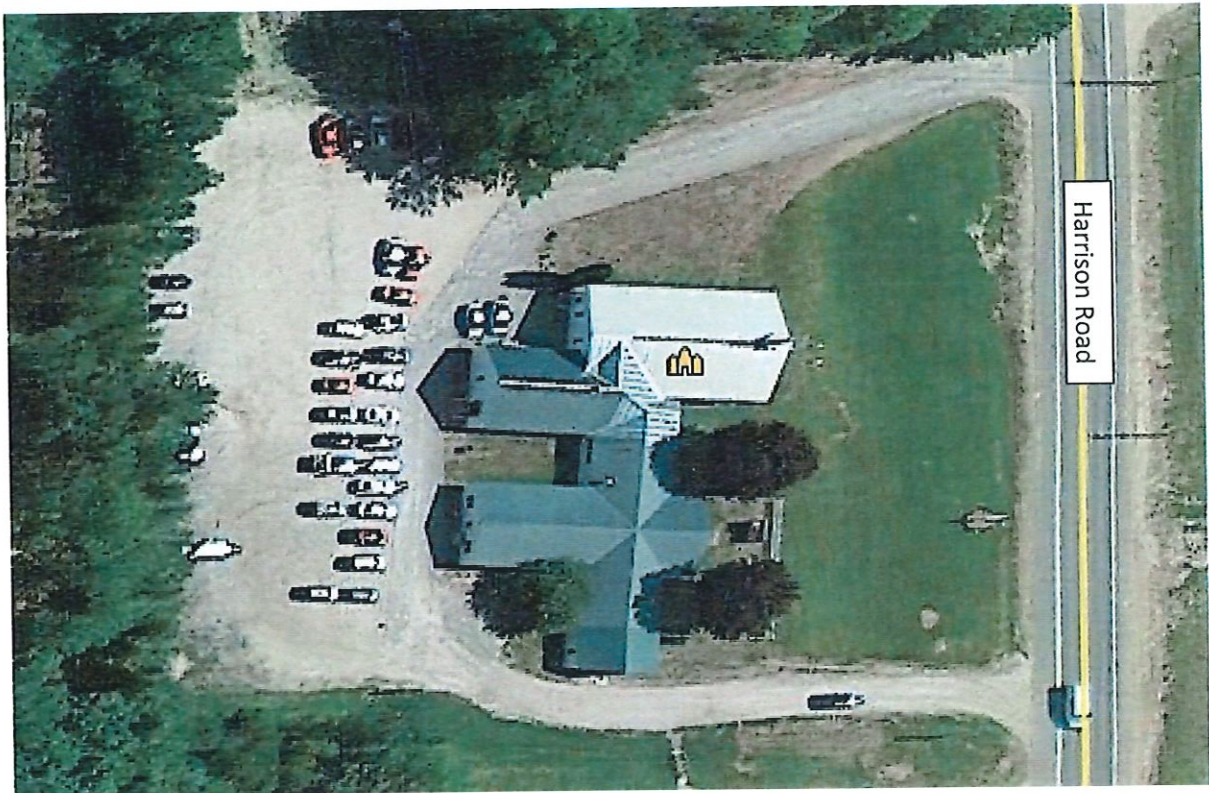


Photo Shows Bridgton Alliance Church as an Overview.



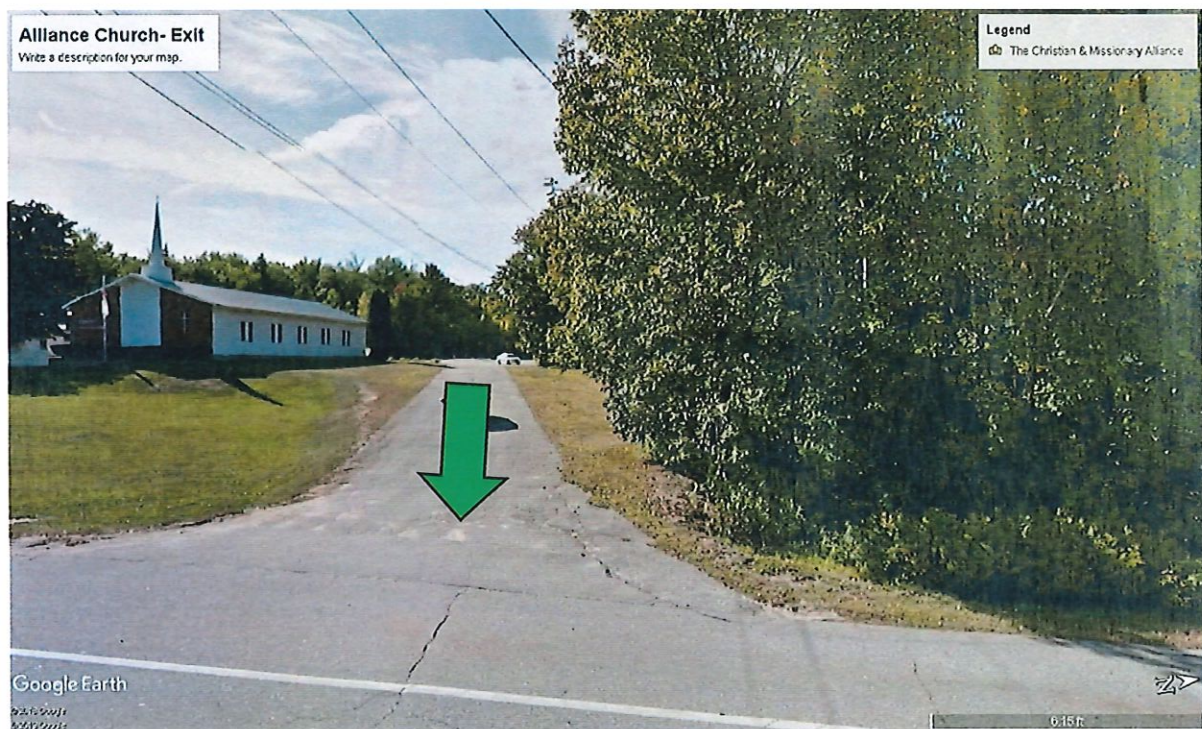
### C-POD Layout Key

-  • 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

Figure 1. Main Entrance



Figure 2. Main Exit





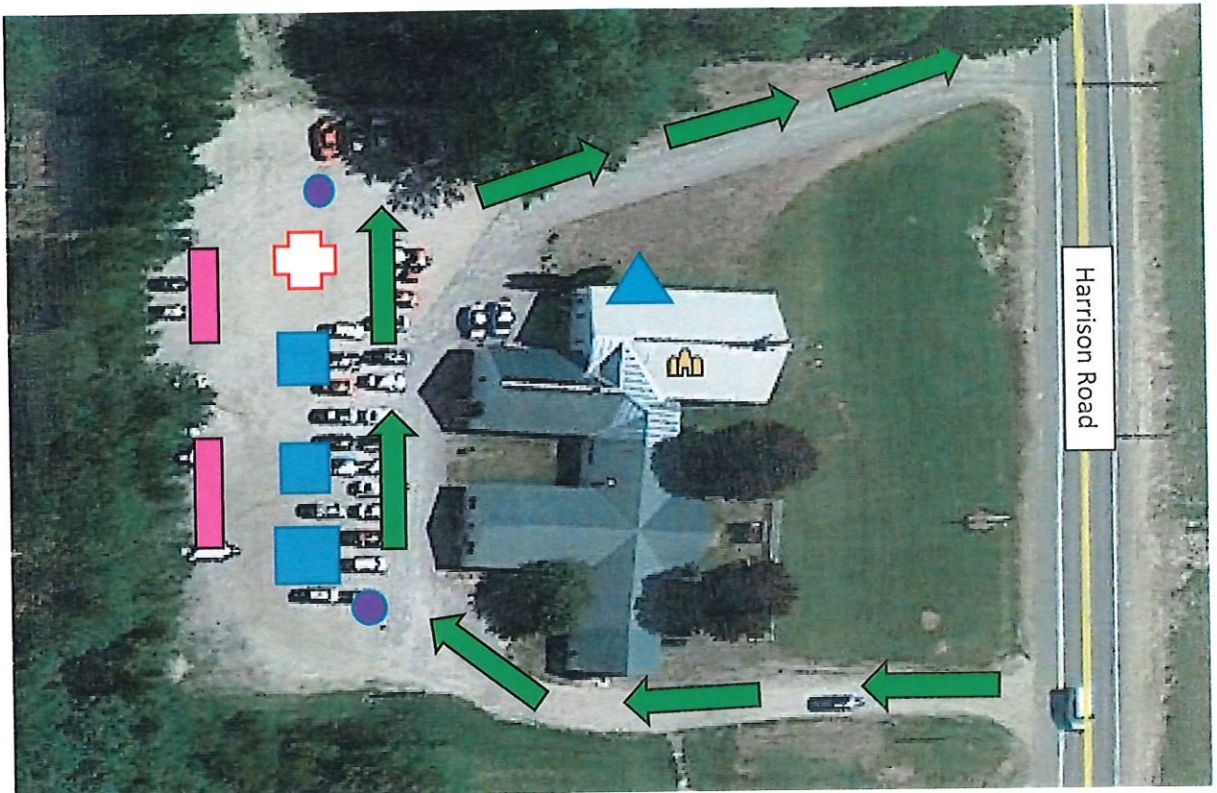


Figure 3. Alliance Church C-POD Set-Up

## Site Assessment Tool

### General

Date of assessment	7/17/19
Site name	Alliance Church
Name of site owner/manager	N/A
Street address	368 Harrison Rd, Bridgton, ME 04009
Latitude	40° 04'48.93" N
Longitude	70° 41'52.46" W
Name of facility representatives present for assessment	N/A
Name of emergency managers present for assessment	Todd Perrault, EMA Director Town of Bridgton
Name of other representatives present for assessment	N/A
County	Cumberland
Police department jurisdiction and telephone number	Bridgton PD. (207)-647-8814
Fire department jurisdiction and telephone number	Bridgton FD.(207) 647-3663
Nearest hospital and telephone number	Bridgton Hospital (207) 647-6000

### Physical

Site dimensions (in sq. ft.)	30,116 sq. ft.
Intended site usage (Regional Staging Area, C-POD, or both)	C-POD
Maximum allowable C-POD type	Type 3
Type of space (paved, concrete, or gravel hard-stand, or other)	Sand
Maximum load site can withstand	N/A
Accessible at all times	Yes
Access controlled by a gate	No
Location of driveway(s)	N/A
Barriers at any driveways	No
Additional information and possible mitigation	** This Site will require an MOU with the Church organization

### Security

Site monitored by the use of CCTV cameras	No
Concrete barriers or heavy equipment onsite	No
Perimeter fencing around site	No

### Safety

Exterior lighting on building and/or fixed lighting throughout site	No
PA system available	No
Covered areas accessible from outside (i.e., for use as staff break areas)	Yes



# Freeway, Highway, or Toll Road Access

Freeway/Highway/Toll Road	Nearest On-Ramp location	Nearest Exit

## Streets Bordering the Site

Street	Is it a one-way?	Are there median barriers? If so, note location of turn pockets.
North side		
South side		
East side	No	No
West side		

## Traffic Considerations

Major intersections within one mile of site	No
Things that may impact traffic (e.g., nearby businesses, county events)	No
Alternate routes to site	No
Ferry service available (if applicable)	No

## Regular Events That May Impact Use of Site for Commodity Distribution

Would prefer to use this location as a last resort. Site is also close to Harrison and could be a shared site.

# Town of Bridgton



## Emergency Operations Plan

Version 1.0  
September 2022



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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. 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 Agency 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: \_\_\_\_\_

**Carmen E. Lone**

Board of Selectmen, Bridgton, Maine

Reviewed: \_\_\_\_\_ Date: \_\_\_\_\_

**Matthew M. Mahar**

Director, Cumberland County Emergency Management Agency

Submitted: \_\_\_\_\_ Date: \_\_\_\_\_

**Todd Perreault**

Director, Emergency Management Agency, Bridgton, Maine



### Change Log

Revision Number	Date	Change Description	Pages Modified
1.0	September 2022	Created	ALL

### Record of Distribution

Organization	Date Delivered	Medium	Verified Receipt
Board of Selectmen			
CCEMA			

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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 response to the full spectrum of potential incidents, and ensures that Bridgton maintains the ability to perform its essential functions in a safe environment, protecting staff members, community members, and visitors. To accomplish its mission, Bridgton town management must ensure their essential functions and services can continue to be performed during an emergency, including localized acts of nature, accidents, technological or attack-related emergencies, as well as infectious diseases and cyber threats. This plan shows the coordination that is necessary between departments in Bridgton and with Cumberland County Emergency Management Agency (CCEMA), and how they would support one another before, during, and after an incident.

### **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 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 Emergency Medical Services (EMS). Town governance includes a Board of Selectmen, a Town Manager, and a Deputy Town Manager. The Town Office is home to the Bridgton Emergency Management Agency (EMA) Office, located on the ground floor with the Fire Chief and the Water Department offices. Assessing, Code Enforcement, Recreation, Finance, and the town clerks are among the various departments in the upper level of the Municipal Complex.

### **III. Applicability**

This plan is applicable to all staff working for Bridgton departments and facilities. The provisions of this plan apply to the full spectrum of situations or incidents that could affect the ability of town management and staff to perform the town's essential functions from the primary location, the Municipal Complex. 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 essential functions and deployment of emergency 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 EOP. All reviews will be submitted to the Selectboard, Town Manager and the Deputy Town Manager for review and approval. Updates to this plan are authorized by Bridgton's EMA Director and will be reissued as *Version X.X* to the signed plan. Any request to disclose information in this plan outside of the town or the county, or to withhold information in this plan from a person or organization not associated with the town of Bridgton, must be coordinated with the EMA Director.

## **VI. Policy and Background**

The ability to respond quickly and efficiently to an emergency saves lives. Bridgton is committed to ensuring that its emergency services, and other critical services, are available to the community regardless of the emergency 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 document also serves to provide a coherent plan of action to be followed when an emergency occurs within Bridgton. The scope and magnitude of a catastrophic incident may result in a resource scarce environment, because such incidents may affect a town'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 staff, community members, and visitors. This plan provides concepts of operations, guidance, and procedures to ensure that Bridgton staff can transition quickly and effectively from normal operations to a crisis management posture and continue to perform essential functions under all circumstances, and if necessary, from an alternate location known as the Emergency Relocation Site (ERS).

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 and updating of emergency planning.

### **Planning Objectives**

- Ensure Bridgton departments and facilities can perform their essential functions under all conditions.

- Execute a successful line of succession, accompanied by the appropriate position-related authorities, when a disruption renders department leadership unable to assume and perform their authorities and responsibilities.
- Ensure town management has considered a location for the ERS where they can continue to perform essential functions, as appropriate, during an emergency.
- Protect essential facilities, equipment, records in the event of an emergency.
- Achieve timely recovery of departments and facilities from an emergency.
- Validate readiness and ensure operational capability through a dynamic and integrated Testing, Training, and Exercising (TT&E) Program.

### **Planning Assumptions**

- An emergency may require one or more response options covered within this plan to be activated 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 resilience capability elements that need to be considered to ensure the comprehensiveness of planning. The consideration, preparation, and execution of the elements listed below are fundamental for a successful resilience capability.

- **Risk Management (Annex C):** The application of risk management principles can preserve resources by assessing the probability of occurrence for emergencies and related consequences. Vulnerability, probability, and impact are all considered when determining the level of risk.
- **Response Options (Annex D):** There are three response options to any emergency. These options are shelter-in-place, evacuation, and relocation.
- **Hazard Mitigation (Annex E):** 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.
- **Continuity of Operations Plan (Annex F):** The planning elements for the Continuity of Operations Plan (COOP) are: essential functions, orders of succession, delegations of authority, communications and information systems, and essential records management.
  - **Essential Functions:** A service or collection of services that are performed by a department and must continue at a sufficient level without interruption or restart within given timeframes after an emergency.



- **Orders of Succession and Delegations of Authority:** 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. Delegations of authority ensure the orderly and pre-determined transition of responsibilities within a department during a COOP activation and are closely tied to orders of succession.
- **Communications and Information Systems:** 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.
- **Essential Records Management:** Essential records are information systems, technology, applications and infrastructure, electronic and hardcopy documents, references, and originals and 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.
- **Mass Care Considerations (Annex G):** In this Annex is information on mass sheltering, evacuation, and the three types of shelters: regional, municipal, and warming/cooling centers.
- **Commodity Point of Distribution Structure (Annex H):** This Annex outlines the Commodity Points of Distribution (C-POD) structure, the C-POD Manager responsibilities, and Google Map images of each site located in Bridgton.
- **Reconstitution and Recovery (Annex I):** This Annex outlines damage assessment, debris management, critical infrastructures in Bridgton, and disaster assistance that is available.
- **Testing, Training, and Exercising Program (Annex J):** Tests, trainings, and exercises that Bridgton departments and facilities perform to ensure that they are all up to date on safety protocols.

## **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 essential functions during an emergency. To learn more about each of these phases, please refer to Annex B. The five phases of emergency management are:

- **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 Mutual Aid Agreements (MAA) and Memorandums of Understanding (MOU). 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 Emergency Operations Center (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 conditions, including the restoration of 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.

## **X. Roles and Responsibilities**

All departments are responsible for establishing and following procedures for responding to an emergency. The Department Heads are responsible for the development and implementation of those plans or procedures. Staff members 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:

- **Elected Officials:** Serve Bridgton 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.
- **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 keeps the plans in their office, which will be reviewed annually and updated every 5 years.
- **Bridgton EMA Director:** Develop, revise/update, and promulgate Bridgton's emergency operations planning documents. Reviews will be completed every 5 years. 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 TT&E activities with CCEMA.
- **CCEMA:** CCEMA is responsible for ensuring towns are in compliance with Cumberland County's resilience and emergency policies and guidance. They are



responsible for providing templates, tools, 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 and storm and situational awareness briefings, as needed. The town of Bridgton has a number of different meetings such as the Board of Selectmen meetings and the Planning Board. To learn more about local meetings, please refer to Bridgton's website at [www.bridgtonmaine.org](http://www.bridgtonmaine.org).

### **Cumberland County**

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 outreach programs, but eventually would like to integrate emergency management and preparedness education into the annual Bridgton Public Safety Days, and the National Night Out hosted by the Police Department. Bridgton has a very informational website that can direct community members or visitors to various activities such as lodging, skiing or snowboarding, and swimming. To visit the website, please see [www.bridgtonmaine.org](http://www.bridgtonmaine.org). You can also find Bridgton on Facebook and Twitter, where updates on town meetings, shelter availability, and events can be followed. The 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 various outside organizations. To learn more, please see <https://bridgtonmaine.org/ema/>.

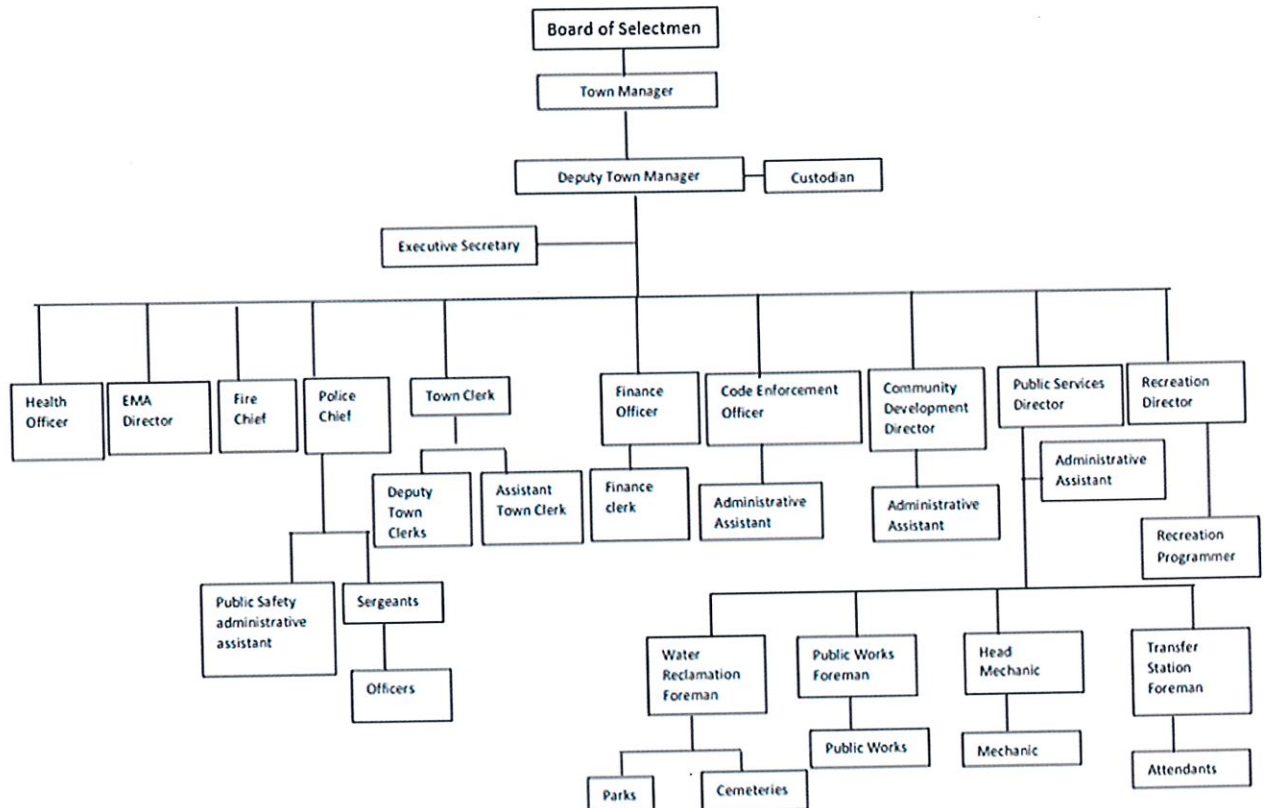
## **XIII. Points of Contact**

If there are any questions or requests regarding information contained within this plan, please contact the Bridgton EMA Director. Their contact information will be listed in Attachment 1, which lists all communications for Bridgton staff.

## Annex A: Town Organization

### Bridgton's Organizational Structure

The current organizational structure for Bridgton departments and facilities is in the chart below. All contact information will be listed in Attachment 1.



### Town Facilities

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

- Police Department
- Fire Department
- EMA
- Public Works
- Bridgton Water District
- Sewer Department
- MSAD #61 School District
- Town Office
  - Town Management (Town Manager, Deputy Town Manager)



- Board of Selectmen
- Town Clerks
- Recreation Department
- Community Development
- Assessing Department
- Finance Department

The Police Department and the Fire Department offices, and the EMA, are located on the lower level of the Municipal Complex in Bridgton. Bridgton has four 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.

### **Mutual Aid**

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 MAAs with Bridgton: Harrison, Naples, Casco, Sebago, Denmark, Brownfield, Fryeburg, Sweden, Waterford, Lovell, and Stoneham.

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

### **Responsibilities**

- Elected Officials (Board of Selectmen, Town Manager, Deputy Town Manager)
  - Implement direction, coordination, and policy-making functions to provide optimum protection of public health and safety before, during, and after an emergency.
  - Approve pre-planning, response goals, plans, and emergency accounting procedures.
  - Direct and coordinate response that overlaps departmental lines or requires decisions as to which department(s) will perform various functions.
  - 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.
  - Authorize special purchasing due to emergency conditions.
  - Authorize the release of emergency public information statements to the public, when it is necessary.
- Fire Department
  - Respond to fires and hazardous material releases.

- Heavy rescue operations.
- Assist the Police Department and the Maine Game Warden Service in search and rescue operations.
- Evacuation recommendations, notifying evacuation authorities, and assisting in the evacuation notice to the public.
- Fire code and safety enforcement.
- Explosive device mitigation and response.
- Police Department
  - Maintain law and order during an emergency.
  - Crowd, traffic, and restricted area control.
  - Identify the Bridgton emergency evacuation routes with the Fire Department.
  - Security measures, including protection of essential facilities.
  - Assist in the notification and warning to the public.
  - Assist with the initial impact assessment.
  - Coordinate security for damaged areas, essential facilities, equipment, and shelter operations.
  - Assist the Fire Department with evacuations, and explosive device identification, mitigation, and response.
  - Organize and lead ground search procedures along with the Maine Game Warden Service and the Fire Department.
- Public Works
  - Coordination of restoring public facilities, roads, and bridges.
  - Damage assessment for critical infrastructure and public facilities.
  - Clear snow and debris off of the public roads.
  - Provide equipment, supplies, and personnel as needed.
  - Support traffic control measures by providing signage, detours, and barricades.
  - Conduct safety inspections on roads and bridges.
- EMA Director
  - Creating, updating, and coordinating town plans.
  - Coordinates training exercises.
  - Coordinates communication between local, state, and federal officials when and where appropriate.
  - Ensures timely and effective responses to emergencies within Bridgton.



## Annex B: Operational Phases and Implementation

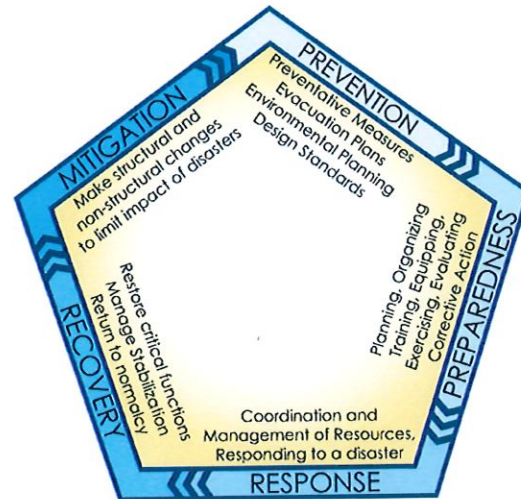
### Five Phases of Emergency Management

#### 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 MOUs. 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

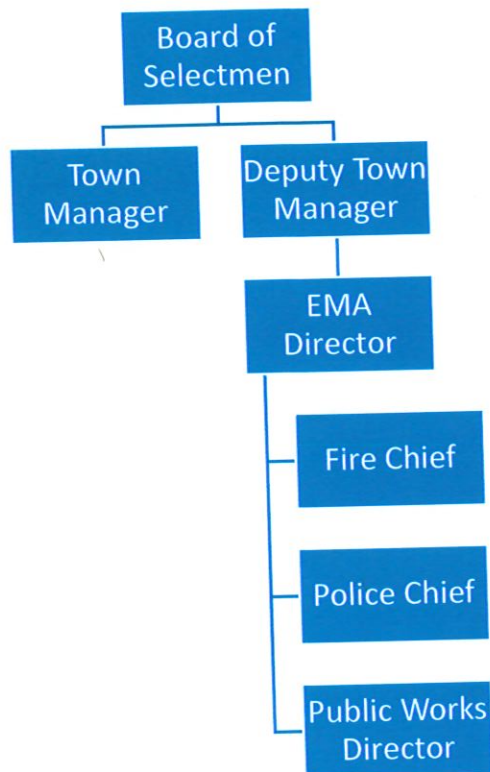
Actions carried out before, during, and after a hazard, which are aimed at saving lives, reducing economic losses, and alleviating suffering. Response actions may include activating the EOC, evacuating threatened populations, opening shelters, emergency rescue, providing medical care, firefighting, and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

## Emergency 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 reflect flexibility in order to effectively address the entire spectrum of emergencies. The response structure for Bridgton can be seen in the chart 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. The decision to activate parts or all of the EOP 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 EOP 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:



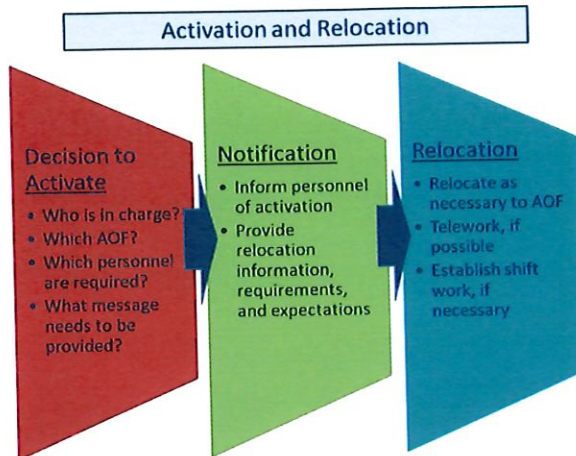
- The town office, or a portion of it, cannot accommodate normal business activities because of an event such as a structural or mechanical failure, a fire, or a minor explosion. In this case, relocation will be considered based on the situation.
- The town office and surrounding areas temporarily cannot 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 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 may occur in these scenarios.
- The town office personnel and employees are unavailable to perform their essential functions because of an extreme natural disaster, weapons of mass destruction crisis, or another similar catastrophic event. Under this scenario, full relocation functions could occur.

### 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, town employees will report to the Town Hall to continue their services. The Police and Fire Departments will relocate to Central Fire Station.
- **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 would be 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 essential functions, even when the primary location is unable to support normal business activities. Bridgton staff can choose to work from home or another location that is able to support the essential functions of their department.

The graphic on the next page details the process of activation and relocation.



## Emergency Operations Center

The purpose of the EOC is to provide resources and oversee the coordination of town departments and facilities during an emergency. Town employees that have access to the EOC include the Bridgton EMA Director, the Fire Chief, Police Chief and Police Department members, town management, and the Public Works Director.

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

## Activation Levels and Triggers for the EOC

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 the EMA Director, the Town Management and Department Heads during a briefing meeting. The number of staff that would need to be involved varies based on the type of emergency.

Level	Triggers	Response
1. EMA Director	<ul style="list-style-type: none"> <li>-Extreme hot or cold weather</li> <li>-Multi-alarm structure fire</li> </ul>	<ul style="list-style-type: none"> <li>-Possible activation of the warming or cooling centers.</li> <li>-Bridgton and mutual aid agencies would provide services.</li> </ul>



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:

- Occurrence of an event or the threat of an event, triggering the activation.
- Reviewing, analyzing, and deciding to activate emergency plans and procedures.
- Alerting and notifying the emergency personnel of the activation.
- Relocating, if necessary, to alternate locations.
- Ensuring all staff members are made aware of the activation and will report to their pre-assigned locations.
- Identifying the leadership personnel.

### **Responsibilities**

The EMA Director should notify the Town Manager and the Cumberland County Regional Communications Center 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 notification phone tree for Bridgton, please see Attachment 1.

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 an inventory of all of their resources and supplies. If the EMA Director requests a status report, the Department Head will send it to them by email, 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 for Department Heads**

- Pre-disaster
  - Be familiar with applicable sections of the EOP.
  - Plan staffing for shifts.
  - Attend, review, and host drills and training sessions.
  - Notification 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, Board of 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 copies given to the EMA Director.
  - All agencies will be notified of the end 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.
  - Develop a corrective action plan for future emergencies.
- 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.

### **Emergency 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, town management has 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 Department Heads and town management to reach their employees, and the public where appropriate, in a reliable and efficient way.

For more information on how to contact town management or partners, please refer to Attachment 1.

### **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 Attachment 1.

### **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 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 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 emergency services have totally been exhausted during an emergency. Contact will be initiated by a phone 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, town management is in charge of notifying Bridgton's suppliers. These suppliers include: grocery stores, utilities such as water/gas/heating/oil, and emergency services. Contact will be initiated by phone 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 essential 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 to ensure they have the most current information on the status of the emergency.

### **Departure of Relocation Personnel**

During duty hours with or without warning:

- Pre-identified personnel will depart for the alternate location, which is identified in the COOP Plan.
- Notification will be made to the following parties by phone or email, as soon as it is possible:
  - CCEMA
  - Bridgton town management
- Personnel not deploying will receive instructions to proceed to their homes, or other safe locations, and await further instructions. They may conduct remote work, if instructed to do so.

During non-duty hours with or without warning:

- Deployable personnel will depart for the alternate locations which are stated above. They will depart using their own vehicles.



- Non-deployed staff will remain at their residence or current location to wait for further instructions. They may conduct remote work, 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 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 essential functions. Bridgton relies on these forms; everything that is needed for an emergency is included. For a situation report, the Bridgton EMA Director would fill out 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 Bridgton departments and facilities to identify, assess, and prioritize risks. The departments and facilities accept the risks or apply resources to 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 essential 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 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, workplace violence, robberies, sniper incidents, terrorism, arson, and cyber/IT.
- **Technological Hazards**
  - IT – communication outage, loss of connectivity, hardware failure, lost or corrupted data.
  - Facility – structural damage, smoke alarm failure.
  - Utility outage – communications, electrical, water, gas, heating/ventilation/air conditioning, pollution control systems, sewage systems.
  - Fire/explosion – fire and/or explosions.
  - Supply chain interruption – supplier failure and/or transportation interruption.
  - Hazardous materials (HAZMAT) – HAZMAT spill, transportation accidents, natural gas leaks.



## **Risk Assessment Approach**

In order to help determine what the greatest probable risks and threats are, the following categories would be 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**

Bridgton has conducted a town-wide Hazard and Vulnerability Assessment of buildings in which town employees are located. This is known as a Risk Solutions Survey, done by the town's insurance company. The locations included in this survey are the Municipal Complex, the Town Hall, and the town garage. This survey is done to ensure that each building is safe as possible. The survey includes identifying potential hazards of these buildings and then offering solutions. The changes should be made as soon as possible as to ensure the building's safety. The assessments and surveys will be maintained by the Deputy Town Manager and updated yearly with a visit from the insurance company.

According to Cumberland County's Threat and Hazard Identification and Risk Assessment, there are three main types of hazards. These hazards are natural, technological, and adversarial. The most certain natural hazard to occur within Bridgton is severe winter weather, and the most certain technological hazard is 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 an emergency involving any type of hazard(s), Bridgton will rely on CCEMA's Hazard Mitigation Plan for guidance and resources to ensure the safety of damaged buildings.

## **Emerging Infectious Disease Considerations**

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, then members of the Initial Management Team 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 Bridgton town management. Bridgton's town management would notify the EMA Director and all Department Heads. It is the MEMA Director's responsibility to notify the Governor.

The Pandemic Plan is under review. Upon completion, it will be added to the EOP Extension Binder, located in the EMA office.

### **Prevention and Mitigation Efforts**

- Health and safety measures that are 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:
  - Train employees regarding the symptoms of a virus or disease, and ways to prevent the transmission of those diseases.
  - Providing face masks and gloves for employees and members of the public visiting the town offices.
  - Providing vaccines to employees.



- 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.
- 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.
- The Town Manager may alter work schedules for particular employees, offices, or departments as necessary to meet the town's needs.
- 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 an alternate location when the primary location is unable to support normal operations because of the outbreak.

### **Hazardous Materials**

Bridgton does not have its own HAZMAT Response Team; the town would rely on CCEMA to contact the state's HAZMAT Team and other state resources. These resources include Maine's DEP for oil spills and MEMA for other hazardous material releases. If needed, federal resources can be requested by Bridgton town management and the EMA Director in conjunction with CCEMA.

## Annex D: Response Options

There are many different ways to respond to an emergency. Town management may decide to activate the EOC, or choose a response based on the community's and town staff's 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

The type of response option will vary based on the situation that is being dealt with. Determining the type of response option is influenced by the weather, the type of event, and the current conditions of that event.

- **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.
- **Evacuation:** Evacuation is the urgent and immediate escape of individuals away from an area that contains an imminent threat to lives or property.
- **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.

### Relocation Sites

Departments need to identify relocation sites for staff. If communications are interrupted, staff need to know who should report and where. The plan should identify alternatives and notify all affected staff with updated 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 and/or when the alternate location is at full capacity.

General situations that disrupt normal operations and therefore require planning include limited operations within the department. 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:

- Only essential staff operating from the primary location, if it is able to support staff.
- Rearranging duty hours of staff to offset traffic conditions, rolling blackouts, or to utilize limited space available.
- Selected staff working from their homes, remotely.
- Selected staff relocating and working from other office locations under the Mutual Aid plan.



- Sharing local facilities with other agencies (county EOC, a school, etc.).
- Temporarily using a mobile operations center (if available) to continue 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 Town Hall. For the Bridgton Police and Fire Departments, the relocation site will be Central Fire Station.

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**

The purpose of evacuation is 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 under review. Upon completion, it will be added to the EOP Extension Binder, located in the EMA office.

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.

**Responsibilities**

- Police Department
  - Identify all of the areas needing to evacuate. Establish evacuation routes, traffic control points, and barricades. Assist in evacuations and traffic control.
  - Assist in notifying the public by any means necessary. This may include going door-to-door, or notifying them via social or news media.
  - Provide security in evacuated areas, and prohibit unauthorized movement of individuals into the evacuated area. Provide security at all of the reception areas.
  - Maintain law and order as a result of the evacuation.
  - Essential service personnel will be notified by phone or email that they are allowed to return. These personnel may include: doctors and nurses, Police and Fire Department personnel, and Town Office personnel.
  - Announce that the general public is able to return, once all essential service personnel and hospitalized individuals have made it safely.
- Bridgton EMA
  - Maintain evacuation plans.
  - Transport personnel, critical supplies, and equipment to the reception areas using all available means.
  - Coordinate with the Police and Fire Departments on evacuation efforts. Establish evacuation routes, traffic control points, and barricades.
  - Provide the public with all incoming information and instructions on how to evacuate. Communicate with CCEMA on the evacuation status.
  - Coordinate the evacuation plan with the reception area(s) once they are identified. Prepare plans to include transportation means, routes, and traffic control.
  - Determine the transportation needs of citizens that are unable to evacuate independently.
  - Coordinate with the ambulance service, school district, and other transportation aids to ensure all means of transportation are being utilized.
- Medical/EMS
  - Coordinate the relocation of patients, personnel, and equipment to and from hospitals, nursing homes, or other medical facilities during an evacuation.
  - Coordinate the reallocation of medical resources to alternate locations.
  - Provide medical care, if necessary, and emphasize public health during an evacuation.



- Bridgton Fire Department
  - Identify all of the areas needing to evacuate.
  - Establish evacuation routes, traffic control points, and barricades. Provide traffic control and transportation means as necessary.
- Evacuation Coordinator (EMA Director or Fire Chief)
  - Provide information to the Public Information Officer, who will in turn inform the public.
  - Coordinate transportation of the disabled or the elderly, if they do not already have another form of reliable transportation.
  - Establish evacuation routes and coordinate traffic control with the Police and Fire Departments. Establish the reception centers, inform the Shelter Managers to prepare the centers prior to the arrival of evacuees.
- Public Information Officer (Deputy Town Manager)
  - Coordinate information and evacuation status with the Evacuation Coordinator or the EMA Director.
  - Notify the public by all means necessary of the need to evacuate. Coordinate public information with the media.
  - At the request of the town manager, declare an evacuation order or recommendation.

### Requestable Teams

There are multiple teams that can be requested and deployed, in the event Bridgton EMA or CCEMA needs assistance during an emergency. Examples include the organizations below, but are not limited to just these organizations.

- **Incident Management Assistance Team:** The Incident Management Assistance 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 staff assistance to manage larger and long-term events. Those types of events include weather, HAZMAT releases, or terrorism attacks. This team is an assistance tool for municipalities when their emergency response is impacted or does not have enough emergency response during an event.
- **Cumberland County Animal Response Team (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. Their main goal is to ensure the municipalities are aware and prepared to care for domestic and farm animals during an emergency. When an event occurs, the team will assist in sheltering the animals. 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.

- **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. If the ACO is needed for an emergency, town management or the EMA Director can contact them for their assistance. Their contact information is located in the Communications Annex.
- **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 town management or the EMA Director if their resources are needed.

## 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 completely ended.

The first step is to determine whether the emergency will last for more than 4 hours. If the emergency is over by 4 hours, emergency services will continue to stabilize the emergency and demobilize when finished.

If the emergency will last longer than 4 hours, typically 8 or more hours, town management and emergency services must work together to determine what resources are needed and if mutual aid is needed. At this point the EOC is expanded to withhold the extra staff and everyone must meet to determine next steps and whether the emergency will continue for another 4 hours. If not, resources and staff can return to their organization while local services work to demobilize.

If the emergency will last for 8 or more hours, more resources such as county or state may need to be requested if local resources have been exhausted. Another meeting is set, and the EOC is expanded to ensure all organizations can work together efficiently. If the emergency is over after 8 hours, all resources may be returned and local services can demobilize the emergency and the EOC.

If it is found that the emergency will roll over into yet another operational period, it is at this time where resources must be accounted for and it must be determined if more are needed. These steps will continue until the emergency is completely over and all resources have been returned to their organizations.



## Annex E: Hazard Mitigation Plan

The purpose of a Hazard Mitigation (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:

- Eliminate hazards, reduce severity, or reduce the frequency of an occurrence.
- Protect those who come in contact with a hazard.
- 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 HazMit Plan. These responsibilities are to:

- Inform and educate the public.
- Assist the community in identifying potential hazards.
- Coordinating progress towards completion of HazMit projects.

Every year, Department Heads meet to review and update the town's Hazard Mitigation Plan. The departments included in this workgroup include Public Works, Economic Development, and the Police and Fire Departments. Responsibilities and outcomes of this workgroup include:

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

The town's HazMit Plan is under review. Upon completion, it will be added to the EOP Extension Binder, located in the EMA office.

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](#).

## Annex F: Continuity of Operations Plan

This section of the EOP 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, reconstitution, and the Testing, Training, and Exercising (TT&E) Program. 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, department functions could be prevented from being performed. Any time that a function is prevented from being performed at the primary location, considerations need to be made to move those functions to a safer environment, where they can be performed more easily. During these emergencies, Bridgton facilities will relocate their staff and resources to an alternate location known as the Emergency Relocation Site (ERS). The various departments, the time it would take for employees to get set up at the ERS, and other organizations affected by the relocation are listed in the table below.

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



Maintain roads, vehicle maintenance, etc.	10-14 days	Public Works
Treatment plant operations, pump station maintenance, etc.	10-14 days	Wastewater Department
Parks and cemetery maintenance, etc.	10-14 days	Parks Department
Recycling, waste management, etc.	10-14 days	Transfer Station

Continuity of operations is a process where the departments listed above are moved to a pre-determined ERS, with day-to-day personnel relocating to that location. Pre-emergency planning needs to be done to ensure the proper resources are available at the ERS, to make the transition as seamless as possible.

For Bridgton, the continuity implementation procedures are as follows:

- Determine how long building will be inaccessible, which will be determined by the Town Manager or their designee.
- Determine whether functions of departments should be delayed until reoccupation of the primary location is permitted, or if services should be provided from the ERS. This determination is made by the Town Manager or their designee.
- If services are to be provided from the ERS, determination must be made by the Town Manager, or their designee, on where the location will be, and what resources are needed for that location to become operational. Typically, the ERS is pre-determined as the Town Hall.
- Once the ERS is operational, notifications must be made to municipal leadership, staff, partners, and the general populace about the ERS activation. All notifications will be made by the Town Manager, or their designee.

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:** wildfire or a fire in a home/business, 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 emergencies would then generate the need for all affected Bridgton departments to begin the relocation process, which is a part of COOP activation. Depending on the department, the ERS could differ.



## **Emergency Relocation Sites**

Bridgton must designate one ERS that is appropriate to support relocation, following an emergency that disables the infrastructure and other town activities that occur at the Municipal Complex and/or other facilities. The ERS should be used when the Municipal Complex and/or other facilities 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 several locations that might be available and considered for use as an ERS, however the main location is the Town Hall for all municipal workers. The Bridgton Community Center and local churches are options as well, if they are not in or around the affected area of the emergency. Alliance 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 may be located elsewhere.

All departments located within the Municipal Complex will be relocated to the Town Hall. The Police Department, Fire Department, and the EMA will relocate to Central Fire Station. If MSAD #61 schools in Bridgton (Stevens Brook Elementary School and Lake Region Middle School) are affected, school employees will relocate to Lake Region High School in Naples, if it is unaffected by the emergency.

All locations have operational plans to ensure an effective work environment during emergencies. These plans allow multiple departments to work in one space, either the Town Hall or Central Fire Station.

More distant locations for relocation options include Harrison or Naples.

## **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 to the Department Head enables an alternate individual to serve in the same position as the Department Head normally 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 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. Departments must establish and document 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 orders of succession. Delegations of authority will 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.

The order of succession for the Bridgton Town Manager is listed in the table below.

Order of Succession for Town Manager
<b>Town Manager</b>
<b>Deputy Town Manager</b>
<b>Selectboard Chairman</b>
<b>Selectboard members</b>
<b>EMA Director</b>
<b>Department Heads</b>

Orders of succession for other town departments can be found in the EMA Extension Binder, which is located in the EMA office.

### **Essential Records Management**

Essential records are information systems, technology, applications and infrastructure, electronic and hardcopy documents, references, and originals and 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 during an emergency. The identification, protection, and availability of electronic and hardcopy essential records 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 will decide which records are essential to its operations and then will assign 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 on a flash drive.

### **Emergency Operating Records**

These records 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 at the ERS, if needed.

### **Legal and Financial Rights Records**

These are the records that are critical to carrying out a department's legal and financial functions, which are vital to the protection of the legal and financial rights of the employees who are directly affected by that department's activities as a result of the emergency. These records include account 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 hard copy information that is to be kept will go into the storage room that is located in the Municipal Complex's lower level. This room is built in such a way that the documents, maps, and other information are all kept safe if the Municipal Complex was the location of an emergency. 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 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, or bringing the computer in which those records are on, to the ERS.

### **Communication and Information Management**

The success of the COOP Plan 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 – if it is able to support staff – 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.

Town management 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 Attachment 1.

The current communication capabilities of Bridgton departments are listed in the table below, marked with an X if that department has that capability.



Department	Basic Connectivity						Mobile /In-Transit	Other Capabilities							
	Phone/Fax		Data Networks		Conferencing									Alternate capabilities	
	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

## Annex G: Mass Care Considerations

### Mass Sheltering

The purpose of mass sheltering is to establish procedures for providing emergency shelter to evacuees displaced as a result of emergency conditions or disaster situations. Bridgton has two main locations in the event that citizens need to be sheltered. These locations are the Community Center and Stevens Brooks Elementary School. A possible third location, if needed, would be Lake Region High School in Naples.

Warming/cooling centers are 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 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 short-term sheltering and 225 people in long-term sheltering. The High School is known as a regional shelter, established by Cumberland County. In the event of a disaster where Bridgton's local resources are exhausted, the ARC 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 sheltering of a small population, whereas a major disaster would require sheltering more people.

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.

There is no guarantee that the ARC will be available to help with shelter operations. If they are available, they need the first 72 hours of shelter activation to mobilize their volunteers, resources, and supplies in order to effectively help the shelter operate smoothly. ARC volunteers will be used once the Shelter Manager is able to determine what needs must be met in order for shelter operation.

### Mass Care Site Types

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

- **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 by CCEMA. Training should be provided by those with direct authority and



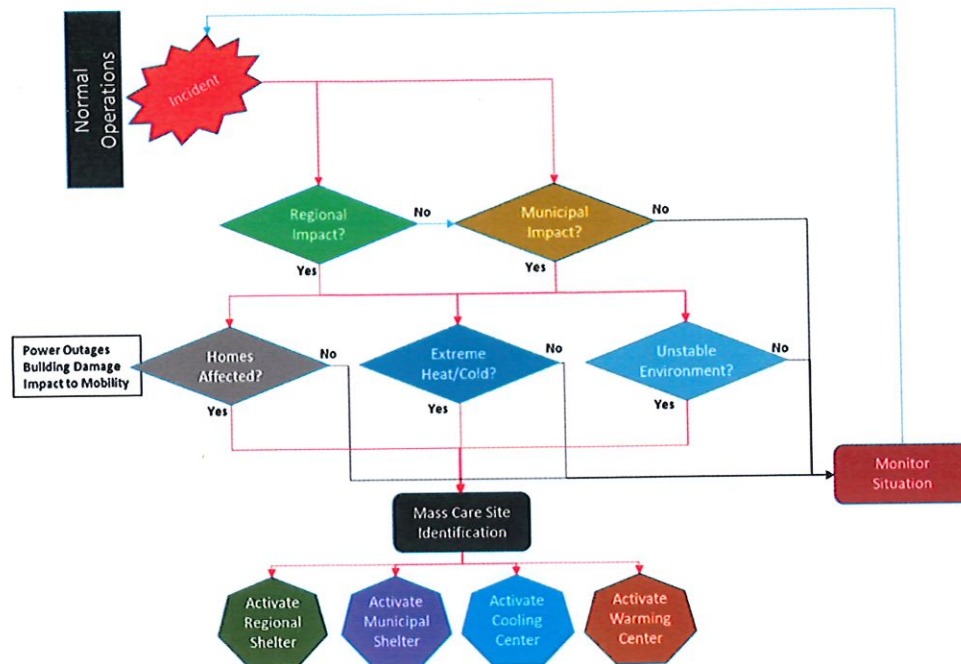
has knowledge on shelter operations. Training includes how to operate a shelter during an emergency – and must be done before an emergency occurs. The decision to open is based on the part of the county where the need is greatest. Regional shelters are typically generator-equipped and fully accessible,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

- **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 locations may offer meals, snacks, and drinks.
- **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.

### **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 Handbook is located in the Shelter Plans binder, in the EMA office.



### Detailed Activation Procedure

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



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

### **Activation and Deactivation Triggers for Shelters**

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.

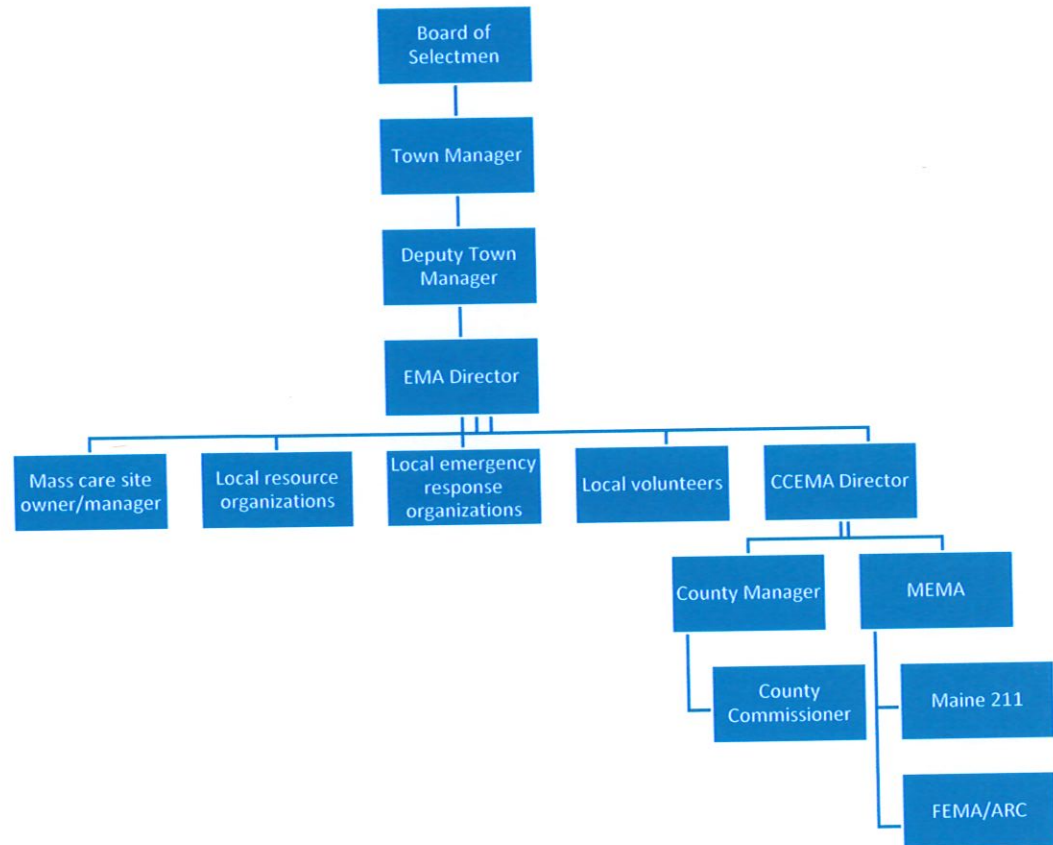
### **Activation Authority**

<b>Mass Care Site Type</b>	<b>Authority to Activate</b>	<b>Coordinating Parties</b>
<b>Regional Shelter</b>	CCEMA Director Cumberland County Manager	Town management Local emergency response partners Facility owner
<b>Municipal Shelter</b>	Town Manager or Board of Selectmen Bridgton EMA Director Police Chief Fire Chief	CCEMA Director Local emergency response partners Facility owner
<b>Warming/Cooling Center</b>	Town Manager or Board of Selectmen Bridgton EMA Director Police Chief Fire Chief	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, on the next page.



### **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, the EMA Director will contact CCEMA by phone or email.

### **Direction and Control**

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



The EMA Director appoints the Shelter Manager to oversee shelter operations and provide support in planning. The Shelter Manager will work out of the shelter and report to 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 Manager's Handbook should be used as a reference for shelter organization. Please see the Shelter Plans binder for this Handbook, which is located in the EMA office.

### **Mass Care Planning Elements**

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

- **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 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 town management 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 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 would receive information and supplies from MEMA and distribute them to local EMA Directors, as appropriate.

The EMA Director will coordinate with town management, the school system, 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 Manager's Handbook, located in the EMA office.

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

## **Limited Supplies**

Due to a small number of available blankets, and other supplies, citizens requiring overnight shelter in Bridgton should be advised to bring their own blankets and/or sleeping bags, and any other supplies they may need.

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

## **General Responsibilities**

- EMA Director
  - Review the Shelter Manager's Handbook, identify short- and long-term facilities, and identify sheltering and feeding resources.
  - Identify locations that could serve as reception areas and draft agreements with the owners.
  - Obtain necessary materials for implementation of Shelter Manager training programs.
  - Outline a procedure for stocking shelters in an increased readiness phase.
  - Determine shelter requirements for registration, food, water, medical/health care, and sanitation.
  - Assemble shelter management materials and stockpile supplies.
  - Prepare plans and operating procedures for shelters.
  - Select the shelter location, assign Shelter Managers, and distribute the Shelter Manager's Handbook.
  - Coordinate with the Red Cross on shelter efforts, if needed.
  - Coordinate the distribution of shelter material and supplies.
  - Deactivate unnecessary shelters and have evacuees return to their homes when it is deemed safe by town management.
- Shelter Manager



- Open and staff the shelters and reception areas that the Red Cross is unable to establish.
- Mark or otherwise visually identify shelters, post directional signs to restrooms, charging stations for cell phones, etc.
- Maintain records of financial expenditures.
- Clean, repair, and restore shelters to their original condition, return borrowed equipment, and replace used supplies.
- 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.
- Prepare a report of all activities during the time in which the shelters were activated.
- Deputy Town Manager
  - Coordinate emergency public information systems with the media.
  - Inform citizens of the availability and locations of shelters through the ongoing public information system.
  - Activate the emergency public information system.

## **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 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 assign the role of Shelter Manager to a well-trained and knowledgeable individual. The Bridgton EMA Director will provide

communication by phone, email, or radios. The EMA Director will coordinate with CCART on domesticated pets and CCEMA if 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 keep the 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: Commodity Points of Distribution Structure**

Bridgton has four designated locations for C-PODs. These locations are: Alliance Church, First Congregational Church, and Shawnee Peak. These locations were assessed by a FEMA Team, coordinated with CCEMA, which established these locations to be used as C-POD locations in Bridgton. To learn more about each location and their capabilities, please see the C-POD Binder, which includes all MOUs and site plans, located in the EMA office.

Each location will have a C-POD Manager and a Deputy Manager. The positions will be filled by staff of those locations or volunteers. Staff or volunteers will also be employed to disperse resources to the public.

### **The C-POD Manager, Responsibilities:**

- Reports to the EMA Director.
- Supervises the Loading/Ration volunteers, Flow Crew volunteers, Off-Loading/Supply volunteers. Local community members or location staff would fill these roles.
- **Job summary:** As the senior decision maker, the C-POD Manager oversees and manages all aspects of the C-POD's operation, including setup, resource distribution, keeping stock of equipment and supplies, and deactivation. The C-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 or email to the EMA Director. The C-POD Manager has the authority to make changes to the C-POD if it improves operational efficiency or eliminates a safety hazard. Before the C-POD location opens, the C-POD Manager should conduct a shift briefing with all staff.

### **Start of shift**

- Assess the physical aspects of the site, the amount of available equipment and supplies, and determine the number of staff or volunteers that are at the location. Determine if more volunteers will be needed.
- Receive a transition briefing from the outgoing C-POD Manager.
- Make sure that the site can continue to support safe operations and distribution of commodities to the public.
- Take possession of equipment and supplies from the outgoing C-POD Manager. Find a way to identify themselves as the C-POD Manager.
- Contact the EMA Director and give updates to them, as needed, by phone or email.
- Receive a list of staff assignments from the Deputy Manager.

- Ensure that Crew Leaders conduct just-in-time-training for any new staff.
- Ensure that all staff and volunteers have visible identification.

### **During shift**


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

### **C-POD Locations**

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. These images show entrances and exits, and the area in which the resources will be distributed. Included in their plans, each location will have their own leadership, structure, and rules. Because of this, the locations will be considered independent from one another.

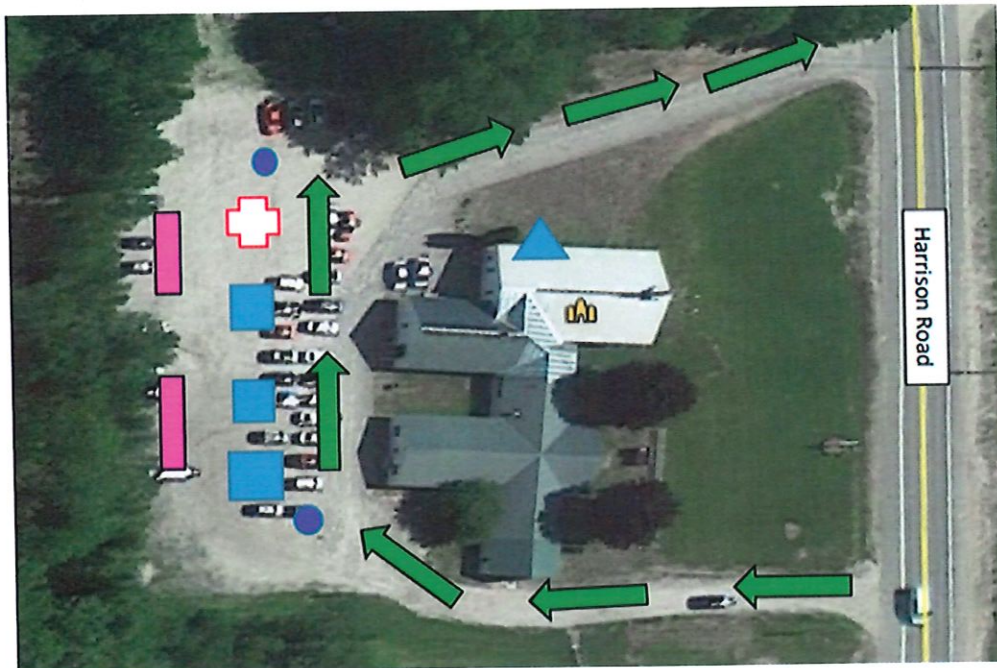


**C-POD Layout Key**

-  • 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

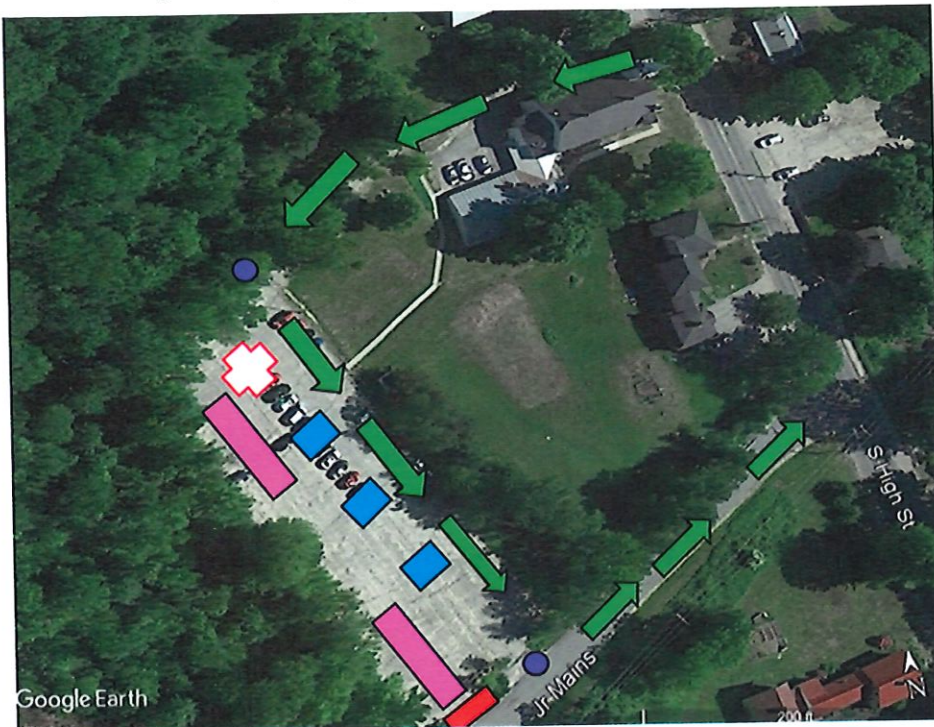
**Alliance Church**

368 Harrison Rd, Bridgton, ME 04009



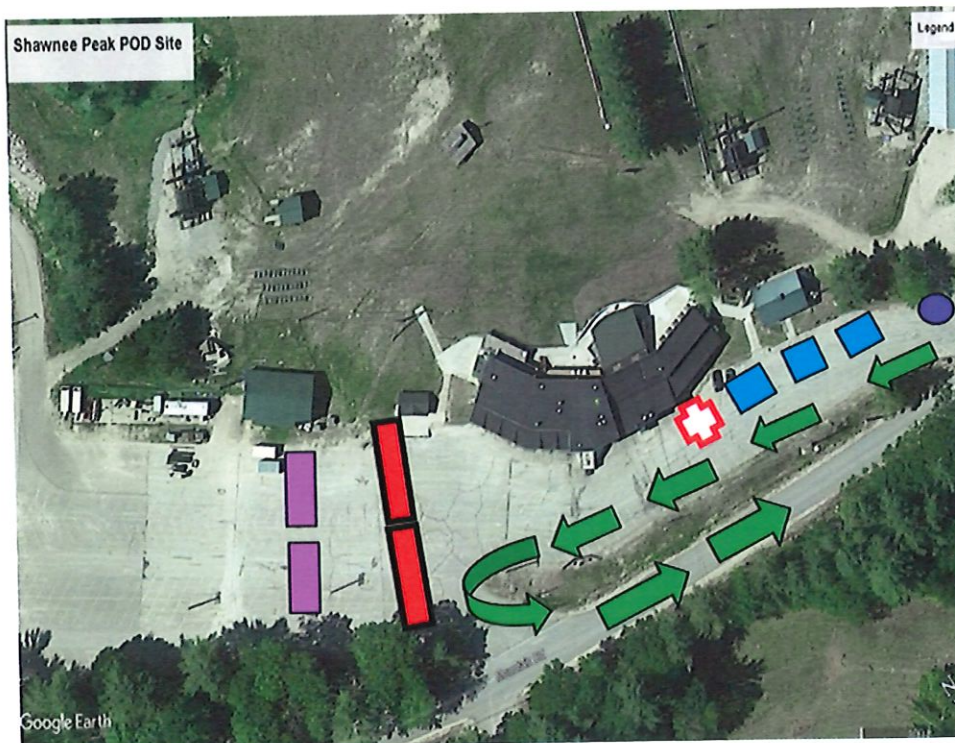
### First Congregational Church

33 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. The Board of Selectmen will also be available in all situations and processes if they are available to do so. 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 emergency.

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 Form 7 for an IDA. The EMA Director's primary responsibilities during damage assessments will be to:

- Maintain 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 CCEMA, estimating monetary damages. The form will be given by email if available, or by personally delivering it.
  - The damage assessment includes information on damages to infrastructure, public facilities, and essential facilities. It also includes estimated costs for debris removal, emergency work, and emergency protective actions.
  - 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 are then asked to 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 is under review. Upon completion, it will be added to the EOP Extension Binder, 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 the infrastructure is 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:

- The Bridgton Hospital
- Assisted living facilities
- MSAD #61 schools
- EMA
- Police Department
- Town offices
- Town Hall
- Fire Department
- Transfer station
- Town garage
- Community Center



- Sewer Department
- Bridgton Water District
- Local gas stations
- Grocery stores
- Propane companies

### **Disaster Assistance**

The purpose of this section is to outline the procedures that may be implemented following a disaster to assist victims of the disaster. Every department and organization has responsibilities to ensure that all who have been affected are cared for, have information, and any resources they may need. 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. Local, county, and state organizations are all responsible for working together.

### **Responsibilities**

- Bridgton EMA
  - Establish a public information system to inform the victims and families of the services that are available. 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.
  - Conduct recovery briefings and assist the Disaster Recover Center (DRC). Conduct post-disaster critiques to determine inadequacies in the systems or plan.
  - Coordinate the recovery efforts and serve as the communications interface between local and state agencies.
  - Call private contractors and other assistance as necessary. Inform the public of any assistance programs and where they are located.
  - Review the Debris Management Plan on a regular basis, and activate it when absolutely necessary to reduce debris pile up.
  - Coordinate the resources that are available, and alert mutual aid communities, if needed. Utilize mutual aid resources, and request state or federal aid when local resources have been exhausted.
  - Ensure all critical infrastructures are up and running to normal operations.
- Fire Department
  - Respond to fires. Remove victims trapped in debris.

- Identify unsafe buildings with the local building inspector and prevent access to them. Notify utilities to cut off power where lines are down or could otherwise present a hazard.
  - Debrief all staff and teams with the Police Department.
- Police Department
  - Maintain law and order. Provide traffic control and limit access to restricted areas. Provide security to shelters and other key facilities.
  - Assist the families and individuals returning to their homes after the emergency is over.
  - Debrief all staff and teams with the Fire Department.
- Medical/EMS
  - Establish a field/triage station. Assist injured victims. Provide basic first-aid to non-seriously injured victims. Transport seriously injured victims to the appropriate medical facilities.
  - Assist the Fire Department with rescue operations.
  - Provide medical services in shelters and other critical facilities. Ensure that all of the victims have been cared for.
- Utilities
  - Repair and restore damaged powerlines and facilities needed to make sure electrical power is available for emergency use.
  - Prioritize repairs to critical facilities.
  - Cut off power to down electric lines and broken gas or water lines.
  - Repair utilities on a priority basis.
- Public Works
  - Pump and drain water and other flood deposits to facilitate rescue efforts and emergency repair.
  - Assist in rescue efforts by removing debris and rubble.
  - Clear roads and barricade damaged areas as directed.
  - Repair sewers to remedy unsanitary conditions.
  - Provide portable water and temporary sanitary facilities as needed.
  - Assist in debris clearing, digging, excavating, etc.
  - Assist in the damage assessment.
- Disaster Assistance Organizations (The ARC, the Salvation Army, and FEMA)
  - Inform the public of assistance programs that are available, in conjunction with Bridgton EMA.



- Participate in establishing a DRC where assistance programs can be coordinated.
  - When necessary, coordinate assistance between multiple organizations to minimize duplication of benefits.
  - Assist in providing food, shelter, and sanitary facilities for victims.
- CCEMA
  - Act as a liaison between other local, state, and federal agencies.
  - May choose to activate their own plans if Bridgton's resources have been completely exhausted.
- MEMA
  - Act as a liaison between local agencies, other state agencies, and federal agencies if they are needed.
  - Once all other plans and resources have been exhausted, MEMA may decide to activate their own plans.

### **Disaster Recovery Centers**

A DRC will be established where victims can apply for recovery assistance in a disaster area. The location of the DRC may be established and determined based on the type of emergency. This would be done in 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:

- Proximity to the affected area.
- Parking availability.
- Accessibility to public transportation.
- 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 essential 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. The Board of Selectmen will also be involved in all activities if they are available and/or able to do so.

### 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 command center to a computer for Wi-Fi testing, ensure both phones are working.	Bridgton EMA and CCEMA

#### 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
New hires Every other year	Red Cross sheltering	How to operate a shelter.	Shelter staff
Initial training	National Incident Management System	Incident management and communication.	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

### **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	Efficiency, reviewing, and exercising the plan.  Relocating to, opening, and closing the alternate location.	Town staff
Annual	EOC	Dispatching and documentation.	EOC staff
Every 5 years	Vigilant Guard	Large event training where sheltering, COOP, EOC, C-POD, transportation, and debris management training is conducted.	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 their offices. 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 activity that is going to 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**

The purpose of an After Action Report 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. 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 emergencies and TT&E events will be documented, developed and distributed by CCEMA. The report will include:

- The date, time, and details of the real-world emergency, test, training, or exercise.
- Organizations/personnel who participated/responded in the real-word emergency, test, training, or exercise.
- Strengths or positive aspects of response to the real-world emergency, test, training, or exercise.
- Identification of deficiencies and opportunities for improvement.
- Estimated time for remediation.

## Annex K: Acronyms and Glossary

### Acronyms

ACO	Animal Control Officer
ARC	American Red Cross
CCART	Cumberland County Animal Response Team
CCEMA	Cumberland County Emergency Management Agency
COOP	Continuity of Operations Plan
DRC	Disaster Recovery Center
EMA	Emergency Management Agency
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERS	Emergency Relocation Site
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HazMit	Hazard Mitigation
IDA	Initial Damage Assessment
MAA	Mutual Aid Agreement(s)
MEMA	Maine Emergency Management Agency
MOU	Memorandum(s) of Understanding
C-POD	Commodity Points of Distribution
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.

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

**Alternate Location** – The location other than the primary location, used to carry out essential functions or services following activation of the department's COOP plan. Alternate locations are also known as Emergency Relocation Sites.

**Commodity Points of Distribution** – Established distribution locations for distributing food, water, toiletries, or other resources to the community in response to an emergency.

**Communications and Information Management** – The final COOP element. 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.

**COOP Plan** – Continuity of operations is where departments are moved to a pre-determined location, with day-to-day personnel relocating to that location. Pre-emergency planning needs to be done to ensure the proper resources are available at the alternate location, to make the transition as seamless as possible.

**Deactivation Triggers** – Subsiding use of emergency plans and procedures as an emergency begins to devolve. Also, the evaluation of storms and restoration of power.

**Delegations of Authority** – The second COOP element. Ensures the orderly and pre-determined transition of responsibilities within a department during a COOP activation and are closely tied to orders of succession.

**Devolution** – The second implementation option and the final response option. Devolution is the capability to transfer authority and responsibility for essential functions from the primary location to a pre-determined alternate location.

**Emergency** – An unexpected and potentially dangerous situation requiring immediate action.

**Emergency Relocation Site** – The pre-determined location to which all town departments and facilities will relocate in order to perform essential functions where the primary location is unavailable because of an emergency.

**Emergency Operations Plan** – The Emergency Operations Plan provides the framework to implement the policies, requirements, and responsibilities of a town. This plan provides a flexible response to the full spectrum of potential incidents, and ensures that the town maintains the ability to perform its essential functions in a safe environment.

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



**Essential Records Management** – The third COOP element. Information systems, technology, applications and infrastructure, electronic and hardcopy documents and other documents that a department needs to meet operational responsibilities or to protect the legal and financial rights of the employees working in the department.

**Evacuation** – The second response option. Evacuation is the urgent and immediate escape of individuals away from an area that contains an imminent threat to lives or property.

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

**Incident** – An occurrence or event that requires a response to protect life or property, with little or no warning.

**Mitigation** – The second phase of emergency management. 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 town has opted to provide this valuable community service.

**Orders of Succession** – The first COOP element. A list of positions that identify who is authorized to assume a particular leadership role under specific circumstances.

**Preparedness** – The third phase of emergency management. Increases a community's ability to respond when a disaster occurs.

**Prevention** – The first phase of emergency management. Actions taken to avoid an incident, stopping an incident from occurring, deterrence operations, and surveillance.

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

**Recovery** – The final phase of emergency management. 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 ARC, 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.

**Relocation** – The first implementation option and the third response option. 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.

**Response** – The fourth phase of emergency management. 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.



**Shelter-in-place** – The first response option. 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.

**Social Distancing** – The third implementation option. 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** – The final implementation option. An option that can provide essential functions, 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 essential functions of the town.

**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 town and/or facility owner.

## **Annex L: Authorities and Resources**

### **Authorities**

- Presidential Policy Directive 8, *National Preparedness*. March 30<sup>th</sup>, 2011
- Presidential Policy Directive 40, *National Continuity Policy*. January 17<sup>th</sup>, 2017

### **Regulatory Standards**

- Maine Revised Statute. Title 37-B, §783. Disaster emergency plan. 1983
- Bridgton, ME. "Civil Emergency Preparedness Ordinance." July 1<sup>st</sup>, 1987

### **Resources**

- National Prevention Framework, 2<sup>nd</sup> Edition, June 2016
- National Protection Framework, 2<sup>nd</sup> Edition, June 2016
- National Mitigation Framework, 2<sup>nd</sup> Edition, June 2016
- National Response Framework, 3<sup>rd</sup> Edition, June 2016
- National Disaster Recovery Framework, 3<sup>rd</sup> Edition, June 2016
- National Incident Management System, October 2017
- Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans, 2<sup>nd</sup> Edition, November 2019



## Attachment 1: Communications and Warning



INTERNAL USE ONLY

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

TOWN OFFICE / WISC			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
Chadbourne, 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	Chalme, Mike	207	(207) 803-9982
Kirjal, 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, Modern Ways 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



# **TRANSPORTATION PLAN**

Bridgton, Maine

September 2022  
Bridgton, Maine Emergency Management Agency



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## Approvals

The Transportation Plan was prepared to ensure that Bridgton, Maine has deliberately considered how it would respond to an emergency that requires evacuation. This plan provides guidance for all phases and types of emergencies that could occur in or near Bridgton, and provides an actionable response for evacuation. The current plan supersedes any previous transportation plans. The Emergency Management Agency (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: \_\_\_\_\_

**Carmen E. Lone**

Board of Selectmen, Bridgton, Maine

Reviewed: \_\_\_\_\_ Date: \_\_\_\_\_

**Matthew M. Mahar**

Director, Cumberland County Emergency Management Agency

Submitted: \_\_\_\_\_ Date: \_\_\_\_\_

**Todd Perreault**

EMA Director, Bridgton, Maine



### Change Log

Revision Number	Date	Change Description	Pages Modified
1.0	September 2022	Created	ALL

### Record of Distribution

Organization	Date Delivered	Medium	Verified Receipt
Board of Selectmen			
CCEMA			

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## A. Introduction

Towns within the state of Maine are required to ensure that emergency services are able to respond to a wide range of emergencies. The Transportation Plan for the town of Bridgton, Maine provides the operational framework to implement the quick and efficient evacuation of Bridgton residents. It ensures that emergency services can respond quickly to any emergency, and allows communication between the public, town management, and emergency services.

The Transportation Plan allows emergency services to provide a flexible response to all potential emergencies that could result in evacuation. It also ensures that town management, in collaboration with emergency services and outside organizations, are able to maintain the ability to assist all town staff, residents, and visitors during an emergency and the corresponding evacuation.

Assisting residents and visitors includes having a centralized location in Bridgton that allows for school buses, ambulances, and ambulance vans, to be in one spot for those who would like to evacuate. This is known as the drop off point. The main drop off point is Stevens Brook Elementary School, although it can be changed based on the location of the emergency. The location of the drop off point will be dispersed by Bridgton's Public Information Officer.

Another responsibility placed upon town management and emergency services is opening a shelter, if needed. Depending on the type, size, and location of the emergency, the shelter location may change but will, for the majority of times, be in the town of Bridgton. If needed, and if the resources are available, a Regional Shelter may be established to be able to hold a larger number of people.

To accomplish the task of working with town staff during emergencies, town management must ensure that emergency services and all departments can continue to perform their essential functions, to the best of their ability, during an emergency and an evacuation. This also may include activating other town plans to ensure a full response to emergencies.

The Transportation Plan provides direction for town management and emergency services so that they are able to respond to an emergency and evacuation in a quick and efficient manner. This plan outlines the coordination and communication that is necessary between town management, emergency services, the public, and if needed, outside organizations. To operate effectively, they all must support each other before, during, and after an emergency. In order to do so, all parties involved must have Mutual Aid Agreements (MAA) and/or Memorandums of Understanding (MOU) with the town of Bridgton.

To view other town plans, please refer to the Emergency Operations Plan (EOP), the EOP extension binder, and other plan binders in the EMA office. MAAs and MOUs are in the Mutual Aid binder, which is also in the EMA office.



## **B. Organizations involved**

There are many organizations that are involved in emergencies and evacuations. They include more than just the Bridgton EMA and emergency services. Emergency services includes the Bridgton Police Department, Bridgton Fire Department, and the private ambulance company. The school district, MSAD #61, Cumberland County EMA (CCEMA), and the Cumberland County Regional Communications Center (CCRCC), are also involved to ensure the efficient communication and collaboration between all of these organizations. In order to communicate effectively, there may be a need to activate the CONOPS Interoperability Plan. This plan ensures communication between all involved organizations. To see this plan, please see the EOP extension binder in the EMA office.

### **Town of Bridgton**

The town of Bridgton is heavily involved in evacuation procedures, especially if the emergency that requires evacuation is in the town. The EMA Director will be the primary contact for organizing and leading the evacuation process. They will be in constant contact with emergency services, town management, and Cumberland County organizations. This is to ensure the evacuation is handled effectively throughout the entire emergency and after the emergency is over.

### **Emergency Services**

The Bridgton Police and Fire Departments will be the most active and most involved in ensuring the emergency is under control and that the residents and visitors of the surrounding areas are fully evacuated. Some members of the Police and Fire Departments will be directly involved in the emergency. Other members, if they are available, will go door-to-door in residential and business areas that is in the immediate vicinity of the emergency. This is to inform them of either the recommendation to evacuate, or the immediate need to evacuate. This may also be done in conjunction with the private ambulance company and their van service. There is an agreement between Bridgton EMA and the ambulance company which allows these two entities to work together. Their vans are wheelchair accessible and would be able to take residents to the shelter that has been established outside of the emergency area. There is also a drop off point that people can go to.

The ambulance company is also involved in transporting hospital patients, if Bridgton Hospital is within the evacuation area or has been affected by the emergency.

### **School District**

There are multiple agreements between Bridgton, Bridgton EMA, and the MSAD #61 school district. These agreements allow communication during an emergency and evacuation. During

emergencies, the EMA Director can contact the school's director to ensure there are buses that can be used in an evacuation. Buses will be located at the drop off point to take residents to the local shelter, or the regional shelter, if one has been set up.

The main drop off point and the local shelter are Stevens Brook Elementary School; however, the locations can be changed based on where the emergency is in Bridgton. Notification of the locations of the drop off point and the shelter will be made by the Public Information Officer by any means necessary.

### **Cumberland County**

Cumberland County organizations are very important to ensure efficient communication and are available for extra resources and services. CCEMA would be in charge of setting up a regional shelter, if one is needed. The Bridgton EMA Director would contact CCEMA to see if a shelter is being set up. If not, CCEMA would contact Oxford County EMA (OCEMA) to see if they are setting up a regional shelter. If a shelter has been established, notification of the location would be made by Bridgton's Public Information Officer by any means necessary.

The CCRCC is available to disperse notifications to a larger population that the Public Information Officer may not be able to reach.

Cumberland County organizations are just one avenue of the evacuation and notification process and are available as extra support.



## C. Scenarios

There are many scenarios that could enact Bridgton's Transportation Plan. Whether it is a storm, a wildfire, or a non-weather emergency, damage could occur to homes and businesses, and cause road blocks or power outages. Activating other plans may also be needed, such as the Sheltering Plan and the EOP. Not every emergency would include activating other plans. It is the responsibility of the EMA Director and town management to make the decision to activate not only the Transportation Plan, but other plans as well.

The Transportation Plan would be activated because of an emergency that requires evacuation. The most likely scenario is a wildfire that impacts most of the town and is continuously growing, indicating that an even bigger impact is possible. Because of Bridgton's large wooded area, a wildfire would most likely occur during a dry summer or fall.

These are the current steps for activating the Transportation Plan in response to a wildfire. The steps would remain the same for any emergency.

1. The wildfire is reported, and the Fire Department responds to the immediate area.
2. The EMA Director and town management will determine whether there is a need to activate the Transportation Plan or other relevant plans. Another factor in plan activation is the number of people that are affected. If the Transportation Plan is activated, that means that an evacuation may take place.
3. Once the plan(s) are activated, the EMA Director will determine whether there is a need to open a local shelter to place evacuees. If it is determined that a shelter needs to be opened, the EMA Director will contact the MSAD #61 school director to ensure that school buses are ready at the drop off point.
4. Notification of evacuation would be made by the EMA Director, Police Chief, Fire Chief, or the Town Manager. There are many ways to notify the public, including social media, news print and news media.
5. Those who choose to evacuate may arrive at the drop off point to be taken to the shelter or may leave on their own. Those that leave on their own may choose to go to the shelter or elsewhere, away from the wildfire's immediate area.

An emergency that results in evacuation requires constant communication between the Bridgton EMA Director, local emergency services, the school district, town management, CCEMA, CCRCC, and the public. They must all work together to ensure an efficient evacuation is occurring and that notifications are going out to the public.

## **D. Evacuation**

The purpose of evacuation is to provide orderly and efficient removal of Bridgton's population during an emergency. Evacuation includes activating the Transportation Plan. Some types of emergencies that Bridgton faces might require the evacuation of some or all of the population. The decision to evacuate is made by the EMA Director, town management, and emergency services. Not every emergency will require evacuation.

There are two types of evacuations. First, there is the recommendation of evacuation. This means that the emergency is contained in a specific, isolated area and there is a possibility it could spread to residential or business areas. When it is recommended to evacuate, the people in that area may choose to evacuate, or may choose to stay. Until the emergency becomes imminent, the danger is not present in that area, therefore, evacuation is not imminent either.

Second, immediate evacuation means the emergency is contained in an area where homes or businesses are located. There is a clear and present danger and evacuation is the only way to get away and be safe. In this instance, evacuation needs to happen as soon as possible because the emergency is dangerously close to that area.

Whether evacuation is recommended or immediate, all notifications to the public of these evacuations will be made by either the EMA Director, Town Manager, Police Chief, or the Fire Chief. Notifications can be made through any means necessary.

There are many options when it comes to evacuating. They can leave on their own to go to the drop off point, to the local shelter if it has been established, or elsewhere away from the emergency. If going to the drop off point, buses provided by the school district and wheelchair accessible vans provided by the ambulance company will be there as well. These buses and vans will go directly to the local shelter. These methods of transportation are available for those who may not have reliable modes of transportation or need wheelchair accessible vehicles.

Another option people have is not the evacuate at all – as long as the emergency is not imminent. There are many reasons why people would choose not to evacuate. To learn more about evacuation processes, please see the Standard Operation Procedure for Evacuation. This is located in the EOP extension binder in the EMA office.

### **Concept of Operations**

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

The decision to evacuate the town must come from the EMA Director in conjunction with town management, emergency services, and Cumberland County organizations.



The primary vehicles used in evacuations will be an individual's personal vehicle, although there are other means to evacuate certain people. This would include using the school buses and/or the ambulance van service for disabled or elderly individuals.

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. Notification of return will primarily be made by the Public Information Officer.

### Organizational Response Options

- **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. Until the notification is made that it is safe to exit, you must stay where you are.
- **Evacuation:** Evacuation is the urgent and immediate escape of individuals away from an area that contains an imminent threat to lives or property.
- **Relocation:** This refers to town staff. Relocation is the transfer of Bridgton's essential functions and normal operations from its primary location to another pre-determined location. Relocation utilizes the day-to-day staff, just working from a different location.

### Responsibilities

- Police Department
  - Identify all of the areas needing to evacuate. Establish evacuation routes, traffic control points, and barricades. Assist in evacuations and traffic control.
  - Assist in notifying the public by any means necessary. This may include going door-to-door, or notifying them via social media or news media.
  - Provide security in evacuated areas, and prohibit unauthorized movement of individuals into the evacuated area. Provide security at all of the reception areas.
  - Maintain law and order as a result of the evacuation.
  - Essential service personnel will be notified by phone or email that they are allowed to return. This will most likely be done by the Public Information Officer. These personnel may include: doctors and nurses, Police and Fire Department personnel, and Town Office personnel.
- EMA Director
  - Maintain evacuation plans.
  - Transport personnel, critical supplies, and equipment to the reception areas using all available means.
  - Coordinate with the Police and Fire Departments on evacuation efforts. Establish evacuation routes, traffic control points, and barricades.

- Provide the public with all incoming information and instructions on how to evacuate. Communicate with CCEMA on the evacuation status.
- Coordinate the evacuation plan with the reception area(s) once they are identified. Prepare plans to include transportation means, routes, and traffic control.
- Determine the transportation needs of people that are unable to evacuate independently.
- Coordinate with the ambulance service, school district, and other transportation aids to ensure all means of transportation are being utilized.
- Medical/EMS Services
  - Coordinate the relocation of patients, personnel, and equipment to and from hospitals, nursing homes, or other medical facilities during an evacuation.
  - Coordinate the reallocation of medical resources to alternate locations.
  - Provide medical care, if necessary, and emphasize public health during an evacuation.
- Fire Department
  - Identify all of the areas needing to evacuate.
  - Establish evacuation routes, traffic control points, and barricades. Provide traffic control and transportation means as necessary.
- Evacuation Coordinator (EMA Director or Fire Chief)
  - Provide information to the Public Information Officer, who will in turn inform the public.
  - Coordinate transportation of the disabled or the elderly, if they do not already have another form of reliable transportation.
  - Establish evacuation routes and coordinate traffic control with the Police and Fire Departments. Establish the reception centers, inform the Shelter Managers to prepare the centers prior to the arrival of evacuees.
- Public Information Officer (Deputy Town Manager)
  - Coordinate information and evacuation status with the Evacuation Coordinator or the EMA Director.
  - Notify the public by all means necessary of the need to evacuate. Coordinate public information with the media.
  - At the request of the town manager, declare an evacuation order or recommendation.

### **Relocation Sites – Town Staff**

Departments need to identify relocation sites for staff. If communications are interrupted, staff need to know who should report and where. The plan should identify alternatives and notify all



affected staff with updated 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 and/or when the alternate location is at full capacity.

General situations that disrupt normal operations and therefore require planning include limited operations within the department. This disruption of operations may create a Continuity of Operations (COOP) situation which would result in activation of the Continuity of Operations Plan. 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.

- Only essential staff operating from the primary location, if it is able to support staff.
- Rearranging duty hours of staff to offset traffic conditions, rolling blackouts, or to utilize limited space available.
- Selected staff working from their homes, remotely.
- Selected staff relocating and working from other locations under the Mutual Aid plan.
- Sharing local facilities with other agencies (county EOC, a school, etc.).
- Temporarily using a mobile operations center (if available) to continue limited operations.

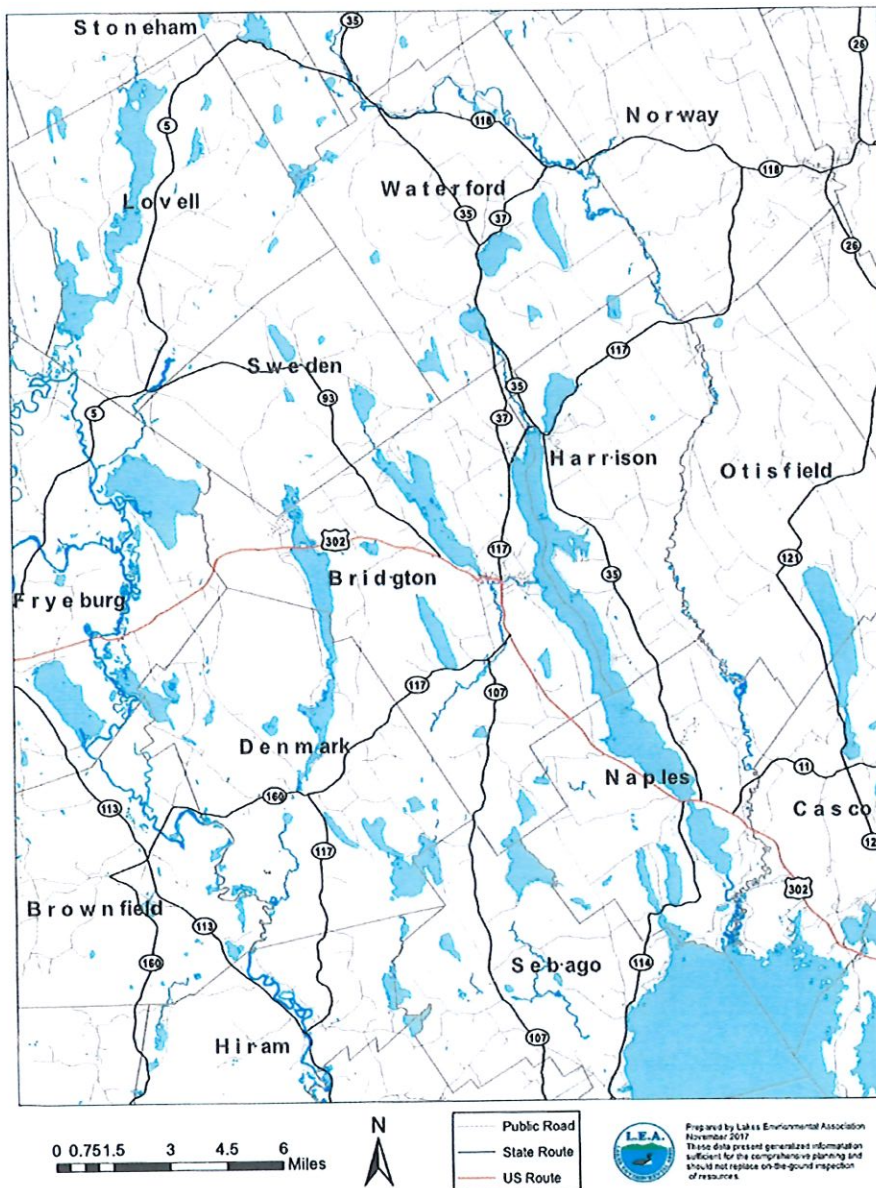
Any or all of the above options may be necessary depending on the type of situation. For municipal workers, the relocation site will be the Town Hall. For the Police and Fire Departments, the relocation site will be Central Fire Station.

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.

## E. Evacuation Routes

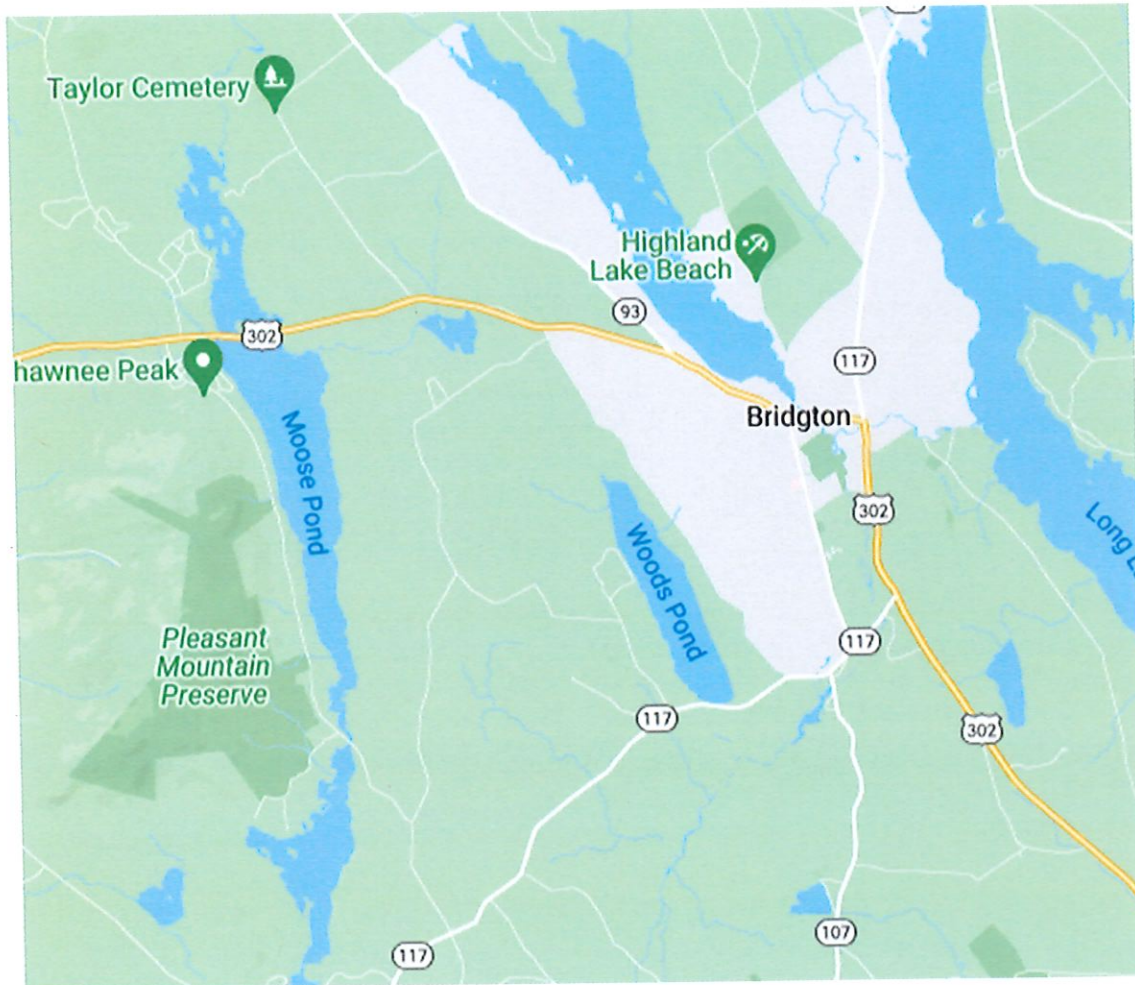
This map shows the major routes that go in and out of Bridgton. Routes 302, 107, and 117 are main roads that residents, emergency services, and buses and vans will travel along to ensure evacuation runs smoothly. Other routes include Routes 37 and 93 – these are smaller routes but could still be used as evacuation routes. These routes and other main roads are the most likely travel route for evacuation out of Bridgton. Smaller roads and back roads may become inaccessible so it is advised that major roads are used.

### Bridgton Area Major Roads





This is a closeup of the major routes that go through Bridgton. If Bridgton is the only town affected, Routes 302 and 117 would be the best and safest options to evacuate and get away from the emergency.





# **PANDEMIC PLAN**

Bridgton, Maine

September 2009  
Bridgton, Maine Emergency Management Agency



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## Approvals

The Bridgton Pandemic Plan was prepared to ensure that the town has deliberately considered how it would respond to a pandemic event. This plan provides guidance for all phases of emergencies that could occur in or near Bridgton. This plan supersedes all previous pandemic plans. The Emergency Management Agency (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: \_\_\_\_\_

**Carmen E. Lone**

Board of Selectmen, Bridgton, Maine

Reviewed: \_\_\_\_\_ Date: \_\_\_\_\_

**Matthew M. Mahar**

Director, Cumberland County Emergency Management Agency

Submitted: \_\_\_\_\_ Date: \_\_\_\_\_

**Todd Perreault**

EMA Director, Bridgton, Maine



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## **I. Introduction**

A pandemic refers to a worldwide epidemic due to a new, dramatically different strain of a virus. A new virus strain can spread rapidly from person to person, and if severe, can cause high levels of illness and death around the world. The question is not if, but when, the next pandemic will occur. Thorough planning is necessary to prepare for a pandemic. Over time, people develop some degree of immunity to these viruses, and vaccines are developed annually to protect people from serious illness.

Viruses experience frequent, slight changes to their genetic structure. Occasionally, however, they undergo a major change in genetic composition. It is the major genetic shift that creates a new virus and the potential for a pandemic. The creation of a novel virus means that most, if not all, people in the world will have never been exposed to the new strain and have no immunity. A new vaccine must be developed to protect the population from the new virus strain; a process that takes 6-9 months. During this time, many people are likely to become infected.

Over the last 400 years, there have been 13 pandemics, four of them during the last century. The pandemic of 1918 was especially virulent, killing a large number of young, otherwise healthy adults. The pandemic caused more than 500,000 deaths in the United States and more than 40 million deaths around the world. Subsequent pandemics in 1957 and 1968 caused far fewer fatalities in the United States. The World Health Organization (WHO) declared a global H1N1 pandemic in June 2009. In March 2020, the WHO declared the novel Coronavirus as a global pandemic.

## II. Directive

The Pandemic Plan was developed pursuant to Maine Revised Statutes Title 37 B, Section 783 (MRS 37B §783). This states that each municipality, county, or regional Emergency Management Agency (EMA) shall prepare and keep a current Disaster Emergency Plan for the area subject to its jurisdiction. That plan must include, without limitation:

1. **Identification of Disaster:** Identification of the disaster to which the jurisdiction is or may be vulnerable, specifically indicating the areas that are most likely to be affected.
2. **Action to Minimize Damage:** Identification of the procedures and operations which will be necessary to prevent or minimize injury and damage in the event those disasters occur.
3. **Personnel, Equipment, and Supplies:** Identification of the personnel, equipment, and supplies required to implement the procedures and operations, and the means by which their timely availability will be assured.
4. **Recommendations:** Recommendations to the appropriate public and private agencies of all preventative measures found reasonable in light of risk and cost.
5. **Hospitals/Other:** Other elements required by agency rule, and; each municipality, county, and regional EMA, as a part of the development of a Disaster Emergency Plan for the area subject to its jurisdiction, should consult with hospitals. This is to ensure that the Disaster Plan(s) developed by the municipality or agency and the hospitals are compatible.



### **III. Purpose**

The Pandemic Plan was developed to provide information and guidance to the town of Bridgton on preparedness, response, and the recovery of a pandemic. The plan describes the challenges that are associated with a pandemic that may necessitate specific leadership decisions, response actions, and communication mechanisms. The plan will:

- Define preparedness activities that should be undertaken before a pandemic occurs that will enhance the effectiveness of response measures.
- Describe the response, coordination, and decision-making structure for the town of Bridgton during a pandemic.
- Provide technical support and information on which preparedness and response actions are based.

## IV. Authorities

A summary of legal authorities of key decision makers during Phase 6 of a pandemic are below.

- **Governor of Maine:** The Governor may assume direct operational control over all or any part of the civil emergency preparedness or public safety functions of the state and directly cooperate with federal agencies and the offices for other governments and private agencies in all matters relating to the civil emergency preparedness of the state. Furthermore, the Governor may declare a state of emergency and activate a host of extraordinary powers, including authority to suspend regulatory legislation, direct the evacuation of affected geographical regions, control traffic to and from affected areas, exercise control over private property, enlist the aid of emergency personnel and undertake all other measures necessary to mitigate or respond to the disaster emergency. The Governor's powers in this regard are complimentary to the powers of the Department of Health and Human Services (DHHS) in responding to a public health emergency. It is noteworthy, however, that among the powers of the Governor, is the power to transfer the direction, personnel, of functions of state government for the purpose of performing or facilitating emergency services. Hence the Governor can effectively exercise all the authority of the DHHS Commissioner in a period of public health emergency
- **Maine Center for Disease Control and Prevention (Maine CDC):** The Maine CDC has authority to establish and implement procedures to identify persons exposed to diseases or toxic agents, and impose appropriate educational, counseling or treatment programs to prevent transmission. They may designate facilities appropriate for the quarantine, isolation and treatment of people exposed or at significant risk of exposure, and initiate court actions to secure involuntary disease control measures if necessary. The Maine CDC may impose administrative emergency public health orders, exclude infected students from school, and conduct investigations necessary to address any public health threat. The Maine CDC may, with approval from the Attorney General, issue administrative subpoenas to access health information relevant to any public health threat. If necessary, the Maine CDC may obtain ex parte orders to place individuals into emergency temporary custody, and seek court-ordered public health measures to compel individuals to participate in medical examinations, health counseling, treatment, quarantine, isolation, and other public health measures.
- **Emergency Operations Center (EOC) Director for Cumberland County:** Provide and allocate coordination with the state and the municipalities. Coordinate the response with key agencies and provide resources and supplies where needed. Furthermore, the EOC Director will ensure the continuity of policy and funding decisions. The EOC Director for Cumberland County during a pandemic would be the County Commissioner, alongside Cumberland County EMA (CEMA).
- **Incident Commander:** Coordinate the response with key agencies within Bridgton or mutual aid partners, and provide resources and supplies where needed. The Incident Commander for Bridgton would be the EMA Director.



## Annex A: Phases of a Pandemic

The WHO has developed a global Preparedness Plan that includes a classification system for guiding planning and response activities for a pandemic. This classification system is comprised of six phases of increasing public health risk associated with the emergence and spread of a new virus subtype that may lead to a pandemic. The Director General of the WHO formally declares the current global pandemic phase and adjusts the phase level to correspond with pandemic conditions around the world. For each phase, the global Preparedness Plan identifies response measures the WHO will take, and recommends actions that countries around the world should implement. The pandemic phase system is designed for a virus that is causing severe illness or death. Phases only reflect geographical spread of disease and not to be considered a gauge of the virulence of the disease.

PHASE	Overarching Public Health Goals
<b>Interpandemic Period</b>	
<b>Phase 1.</b> No new virus subtypes have been detected in humans. A virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.	Strengthen pandemic preparedness at the global, regional, national and subnational levels.
<b>Phase 2.</b> No new virus subtypes have been detected in humans. However, a circulation animal virus subtype poses a substantial risk of human disease.	Minimize the risk of transmission to humans; detect and report such transmission rapidly if it occurs.
<b>Pandemic Alert Period</b>	
<b>Phase 3.</b> Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.	Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases.
<b>Phase 4.</b> Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	Contain the new virus within limited foci or delay spread to gain time to implement preparedness measures, including vaccine development.
<b>Phase 5.</b> Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly	Maximize efforts to contain or delay spread, to possibly avert a pandemic, and

better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	to gain time to implement pandemic response measures.
<b>Pandemic Period</b>	
<b>Phase 6.</b> Pandemic: increased and sustained transmission in general population.	Minimize the impact of the pandemic.



## **Annex B: WHO Phases 1 and 2 – Interpandemic Period**

### **Planning Assumptions**

- The Town of Bridgton may not be able to rely on mutual aid resources, state or federal assistance to support local response efforts.
- There could be significant disruption of public and privately owned critical infrastructure including transportation, commerce, utilities, public safety, agriculture and communications.
- It will be important to coordinate pandemic response strategies throughout towns in Cumberland County and the state due to the regional mobility of the population.

### **Continuity of Essential Services**

Essential services are defined as meeting one or more of the following criteria:

- Have increased demand placed on them during a pandemic to fulfill basic necessities and social needs.
- Function in healthcare or emergency services.

Local, county, and state essential service agencies must continue to function to ensure continuity of other essential services. Each critical agency must have a plan in place prior to a pandemic to ensure continuity of its essential services. The following are identified as essential services for Bridgton, among others:

- Police
- Fire/Ambulance
- Food services (grocery stores, restaurants, etc.)
- Mental health services
- Banks
- Trash collection
- Utilities (electric, gas, water, heating, etc.)
- Social services
- Schools
- Pharmacies and hospitals
- Public transportation

### Work Policies

During the interpandemic period, towns should identify essential positions and plan to back-fill positions or cross-train staff to ensure essential services are provided. During the active and recovery phases of a pandemic, essential staff may not be available to return to work. During the pre-pandemic phase, Bridgton officials should develop policies to address the unique circumstances that may arise during a pandemic. Bridgton officials should address the following policies at a minimum:

- Having staff work from home.
- Sick leave policies for employees who have been exposed to the pandemic virus and are in isolation for 7-10 days.
- Sick leave and family medical leave policies for employees providing care for ill family members.
- Policies regarding compensation if the town offices are closed.
- Develop policies addressing altered work schedules and job assignments.

Suggested questions to address worksite related policies:

- Does our town have a telework or telecommuting policy? Telework is voluntarily working from home or another site, such as the home of a relative.
- How do employees request a telework arrangement? Most businesses require employees to submit a written request to the employee's supervisor, and most will consider eligibility for telework for staff who are performing well, and are responsible for work that can be performed outside the office 1 day a week or more.
- Can a supervisor prevent an employee from teleworking?
- Will the town/department cover costs of teleworking, such as a DSL line or additional phone line?
- Can the town mandate an alternative work schedule, such as a flexible or compressed work schedule during a pandemic?
- If the town/department orders an employee not to report during a pandemic, will they continue to be paid? Will employees be required to use annual leave, or will they receive evacuation payments?
- The office is opened, but schools are closed and the employee cannot find childcare. May the employee receive evacuation payments so they can work at home while caring for a child?
- What are the leave options if an employee is diagnosed with the pandemic virus during a pandemic? (Accrued sick leave, annual leave, donated leave, advance sick leave)?
- May an employee take sick leave if they have been exposed to the pandemic virus? Suggestion would be to allow accrued sick leave if doctors or health authorities feel the exposure would put others at risk.
- A family member has the virus or complications from said virus, and an employee must care for him/her. What are the employees' options for leave (sick leave, etc.)? If they have exhausted all annual and sick leave, what are their options?



- If a supervisor or manager orders an employee to leave work, will the employee be placed on administrative leave, or will he/she be required to use his/her annual sick leave?
- May an employee leave work or remain at home because they fear contracting the virus from co-workers? If they refuse to work, what are the sanctions?
- May an employee refuse to use protective equipment or isolation rooms provided by the town?
- During a pandemic, can management require employees to work on a Saturday or Sunday, if their usual hours of work are Monday through Friday?
- Will the sick leave policy be modified or expanded for the duration of the pandemic?
- If an employee is asked to be at work during a pandemic and they contract the virus while at work, will they be covered by worker's compensation?
- Can employees donate a portion of their unused sick time to a "bank" where those who have no sick time left can be "loaned" several days to be repaid in the future?

### **Planning Checklists**

Attachment 3 contains checklists for pandemic planning for law enforcement, the impact of the pandemic on employees, to provide services to the public, and coordinating with external organizations.

### **Continuity of Operations**

During the Interpandemic Period (or pre-pandemic phase), towns should identify essential positions and plan to back-fill positions, or cross-train staff to ensure essential services are provided. To see Bridgton's Continuity of Operations, and the town's essential services, please refer to Annex F of the Emergency Operations Plan (EOP).

## **Annex C: WHO Phases 3, 4, and 5 – Pandemic Alert Period**

### **Surveillance and Early Detection**

The sooner a pandemic virus is detected, the sooner the response can begin. Public health officials routinely collect and analyze data for the purposes of monitoring health trends and detecting emerging disease threats at the earliest moment. The most common form of surveillance is passive. A health provider reporting an infectious disease case for an epidemiological investigation is an example of a passive surveillance. Active surveillance is seeking out information rather than waiting for incoming data. A disease investigator seeking out and interviewing high probability contacts of infectious disease is an example.

The following are some examples of public health surveillance in Bridgton and Maine:

- Absenteeism – city/municipal employees and other large employers.
- Medication sales – over-the-counter and controlled substances.
- Clinical information – mortality, 911, current pandemic virus symptoms, and surveillance of those symptoms.

During Phases 5 and 6 of a pandemic, it will be important to monitor the number of staff that are absent due to an illness. Surveillance will be important in order to make operational decisions.

### **Detection Scenarios**

A pandemic will likely be detected by a state agency. In most instances, a state agency such as the Maine CDC will be the first to learn of the pandemic because infectious disease cases are communicated to a centralized number. In this situation, the state notifies local and regional representatives. Maine EMA (MEMA) may also be the first to learn and then notifies the Maine CDC and a local EMA representative.

Each of these detection scenarios require prompt and effective communication to assess the situation and initiate an action plan.

When an established threshold for detection is crossed, a response is activated. That threshold will be determined by the Maine CDC. As a part of that response, the Maine CDC must think about recovery. If an outbreak happens in a place of business, they must outline all procedures for cleaning. Sanitizing high-traffic areas such as tables, chairs, and doorknobs will be extremely important in lessening the impact of the pandemic virus. A deep clean should be done as well of the entire building – individual desks and offices, bathrooms/showers, etc. should all be included in this cleaning.

Contact tracing will begin locally by the Health Officer, the Town Manager, or their designee. Contact tracing will also be executed by Maine CDC officials. Contact tracing is the identification, testing, and possible isolation or quarantine of individuals exposed to a virus.



### **Concept of Operations**

The purpose of the concept of operations is to describe the interagency and municipal relationships between the Maine CDC, MEMA, Cumberland County, and the town of Bridgton in response to a public health disaster.

For the purposes of this document, a public health disaster is defined as a pandemic.

Prompt and effective communication between Bridgton EMA and public health partners will help minimize the mortality, morbidity, economic and environmental damage associated with a pandemic. A clear delineation of when to notify key partners will enhance the success of the response and recovery, minimize mortality, and minimize the economic damage.

### **Emergency Response Operations**

Credible information of a pandemic crossing an established threshold will be justification for activating the chain of communication. The exact threshold will depend on the etiology of the virus and will be determined by the Maine CDC. 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. They will also notify town management and Department Heads. The Public Health Officer notifies the Cumberland District Public Health Liaison.

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

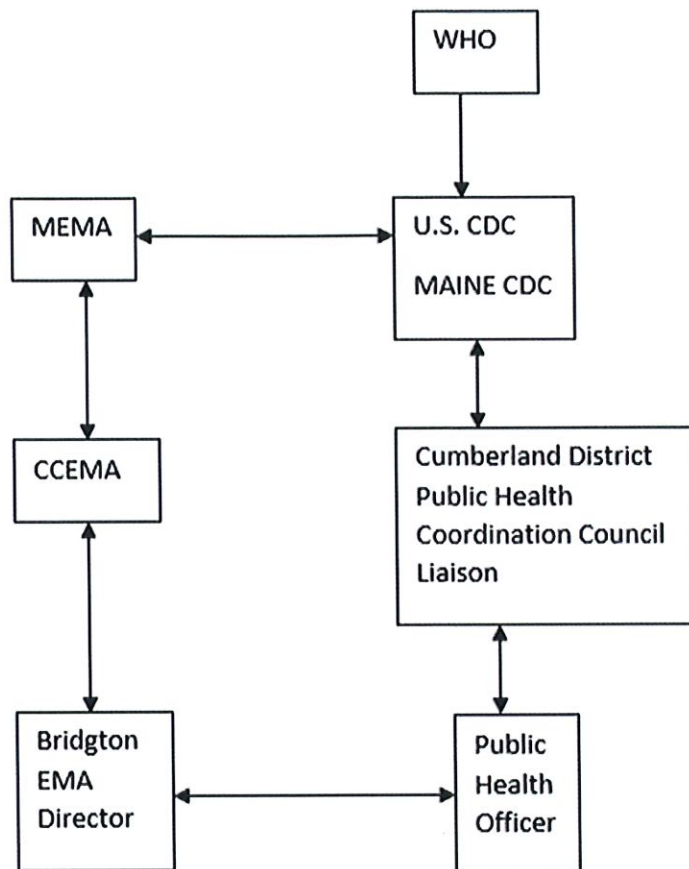
#### **Maine CDC**

If the Maine CDC learns of a pandemic case in Bridgton first, then members of the Initial Management Team 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 Bridgton town management. Bridgton's town management would notify the EMA Director and all Department Heads. It is the MEMA Director's responsibility to notify the Governor.

Below is the communication flow chart for Bridgton.



**Observation:** Experiences with the H1N1 pandemic of 2009 illustrated the complexity and subjectivity of the flow of information. Balancing the needs of public health safety officials with the needs of the individual for privacy directed by law (Health Insurance Portability and Accountability Act, 1996; HIPAA) was a challenge. As a result of the subjectivity resulting from HIPAA concerns, decisions made by leadership and the ensuing flow of communication concerning individual or clusters of confirmed H1N1 cases did not necessarily follow a vertical or horizontal chain of communication. Public information, however, will flow from governing agencies through the vertical and horizontal communication chain as illustrated in the flow chart above.

### Non-Pharmaceutical Mitigation Measures to Prevent the Spread of a Virus

Every day actions can help prevent the spread of germs that cause respiratory illnesses. A detailed description of non-pharmaceutical mitigation measures can be found in Attachment 1. Attachment 2 contains tips for individuals during a pandemic. Public health advice will be issued by the Maine CDC regarding school closures, avoiding crowds, and other social distancing measures.



### **School Closures**

Infection control in school settings will be particularly important in preventing the spread of viruses to the community. Children in school have high rates of contracting viruses, and would likely serve as a significant source to spread them to their family or the community.

Early closure of schools will likely be an important mechanism to help prevent transmission of a pandemic virus. During a pandemic, the Maine CDC will establish a system to provide closure directives for schools. Guidance will be based on the progressive nature of the pandemic, regional epidemiology, and attack rates in the U.S. The Maine CDC will collaborate with the U.S. CDC in making a decision to close schools.

Implementation of the Pandemic Plan by MSAD #61 will begin upon instruction by the Bridgton EMA Director or the CCEMA Director, and will likely occur during pandemic Phases 5 and 6. A representative from the Bridgton or the county EOC will serve as a liaison between the city or county and the school's EOC. The Maine CDC has broad authority in the event of a public health emergency. They may impose emergency public health orders and exclude infected persons from school.

Attachment 2 contains tips for parents and their children in regard to coping during a pandemic.

### **Client Call-in Centers**

During Phases 5 and 6, Client Call-in Centers may be established by CCEMA in conjunction with 211 Maine and other partners. This will be to support community containment measures intended to limit the spread of a disease. Client Call-in Centers will provide residents in quarantine or isolation with a location to provide passive surveillance data to ensure medical care and other needs are met quickly and appropriately.

### **Graded Containment Measures**

Isolation or quarantine of cases is the separation and restriction of movement or activities of ill people who have been diagnosed with a suspected or confirmed case of the virus during a pandemic, for the purpose of preventing transmission to others. Isolation or quarantine can occur in the hospital for people with severe illness, in the home setting, or in an alternative setting in the community.

Isolation and quarantine advice will be issued by the Maine CDC. The Maine CDC may designate facilities appropriate for the quarantine, isolation and treatment of people exposed or at significant risk of exposure to notifiable conditions and may compel individuals to participate in isolation as well as other public health measures.

In Phase 4, contact in isolation or quarantine should be managed through passive surveillance, using a Client Call-in Center.

***Quarantine:*** The separation and restriction of movement or activities of people who are not ill, but who have been exposed to infection, for the purpose of preventing transmission of disease. Individuals may be quarantined at home or in designated facilities; healthcare providers and other response workers may be subject to quarantine when they are off duty.

***Isolation:*** The separation and restriction of movement or activities of ill individuals who have been diagnosed with a confirmed case of the pandemic virus, for the purpose of preventing transmission to others. Isolation can occur in the hospital for individuals with severe illness, in the home setting, or in an alternative setting in the community.

Guidelines for isolation and quarantine can be found in Attachment 4.



## **Annex D: WHO Phase 6 – Pandemic Period**

### **Shelter**

It is the responsibility of Bridgton officials and emergency services to protect the citizens by providing shelter during a pandemic. Shelters may be opened as a result of a pandemic, and the Maine CDC will assist Bridgton EMA and other emergency services. For more information, please see Annex G in the EOP.

### **Legal Authority and Responsibility for Containment Decision Making**

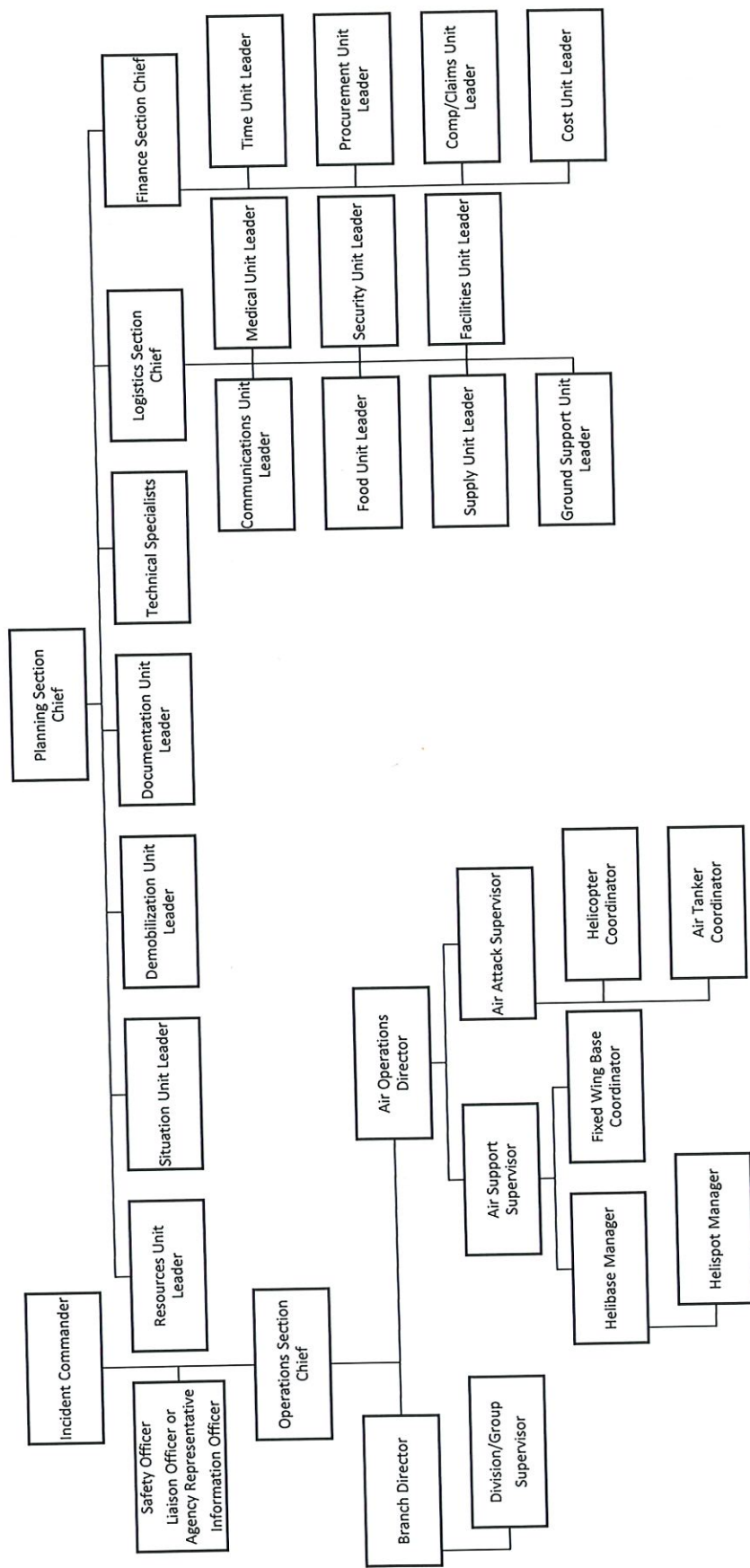
The Maine CDC is the lead agency responsible for the protection of the public during a pandemic in the state of Maine. All local agencies shall follow Maine CDC official's directives during a public health emergency. The Maine CDC has the authority to establish procedures for identifying people exposed to the virus that caused the pandemic. This may include contact tracing, which is the identification, testing, and possible isolation or quarantine of individuals exposed to a disease. This will give Maine CDC officials information as to how the disease is spreading.

### **Direction and Control**

The National Incident Management System (NIMS) will be used to identify the Incident Command staff within Bridgton. During a pandemic, Incident Command System (ICS) staff charts will be critical for determining clear roles and responsibilities. ICS staff charts identify back-up personnel who will be trained to fill critical roles in the event administrators are out ill or at home taking care of ill family members.

A pandemic event is not a single incident, but an on-going event that will take place over a period of weeks or months. Social distancing measures may be in place and crowded places or large gatherings of people should be avoided.

A sample ICS staff organization chart is below.





## **Annex E: References**

- American Red Cross of Southern Maine, 2007
- Centers for Disease Control and Prevention. <http://www.cdc.gov>
- Cumberland County Pandemic Influenza Preparedness and Response Plan, Draft 2007
- City of Santa Clara, California Department of Public Health, 2006
- <http://www.pandemicflu.gov>
- Maine Centers for Disease Control and Prevention
- Maine Revised Statutes, Title 37B. Chapter 13, Maine Emergency Management Agency
- Maine Revised Statutes, Title 22, Chapter 250 Control of Notifiable Diseases and Conditions
- World Health Organization, Department of Communicable Disease Surveillance and Response Global Influenza Program; 2005
- U.S. Department of Health and Human Services, 2006
- White Paper Management of Mass Fatalities resulting from a Pandemic Influenza, 2006

## **Attachment 1: Non-Pharmaceutical Mitigation Measures**

### **Hand washing**

Wash your hands often with soap and water, especially after you cough or sneeze. Alcohol-based hand sanitizers are also effective.

### **Respiratory Hygiene/Cough Etiquette**

The following measures to contain respiratory secretions are recommended for all individuals with signs and symptoms of a respiratory infection:

- Cover the nose/mouth when coughing or sneezing;
- Use tissues to contain respiratory secretions and dispose of them in the nearest waste receptacle after use;
- Perform hand hygiene (hand washing with soap and water, alcohol-based or antiseptic hand sanitizer) after having contact with respiratory secretions and contaminated objects/materials.
- Healthcare facilities should ensure the availability of materials for adhering to these recommendations in waiting areas for patients and visitors.
- Provide tissues and trashcans for disposal.
- Provide conveniently located dispensers of alcohol-based hand sanitizer; where sinks are available, ensure that supplies for hand washing are consistently available.

### **Personal Protective Equipment**

All individuals with a confirmed case of the pandemic virus, or are awaiting test results, should be encouraged to wear a facemask or a face shield should they need to go out, or be around others. In hospitals, patients may take their mask/shield off when they are alone, but should put them back on when anyone enters the room.

Healthcare personnel should adhere to standard and transmission-based precautions while caring for patients with a confirmed case of a disease. They should wear gloves, an N-95 facemask, goggles (if needed), a face shield (if needed), and an isolation gown to protect their clothing/scrubs.



## **Attachment 2: Tips for Coping in a Pandemic**

If someone in your home develops symptoms of a pandemic virus:

- Encourage plenty of fluids to drink.
- Keep the ill person as comfortable as possible; rest is important.
- For adults with a fever, sore throat, and muscle aches, use ibuprofen (Advil) or acetaminophen (Tylenol).
- Do not use aspirin in children or teenagers, as it can cause Reye's syndrome – a life-threatening illness.
- A wrist-temperature washcloth can be used to lower the fever during the time in which the washcloth is placed on the ill person's forehead.
- Keep tissues and a trashcan within reach of the ill person.
- All members of the household should wash their hands frequently.
- All members of the household should deep clean and sanitize heavy-traffic areas, such as tables, chairs, counters, and doorknobs. This will prevent germs from spreading to anyone else in the family.
- Contact a healthcare provider, if needed, for further advice. If the ill person is having trouble breathing, or is getting worse, contact emergency services immediately.

Individuals should plan on asking these things to their employer, and plan for some of these things to occur during a pandemic:

- Ask your employer about how business will continue during a pandemic.
- Ask your employer if you can work from home during a pandemic.
- Plan for a possible reduction or loss of income, if you are unable to work or if your place of employment has closed.
- Check with your employer or union about medical leave policies.

Parents should plan for an extended stay at home during a pandemic, especially if their child or someone else in their family has contracted the disease.

Parents should plan on doing these things:

- Ensuring the school knows about the case.
- Contacting your place of employment to let them know you won't come in.
- Plan at-home learning activities or exercises for your child. Have all materials needed on hand during their isolation at home.
- Ensure they have enough things (games, books, etc.) to do while they are at home.

## **Attachment 3: Pandemic Planning Checklists**

### **Law Enforcement**

- Assign primary responsibility for coordinating law enforcement pandemic preparedness planning to a single person, or their designee, with appropriate training and authority.
- Form a multi-disciplinary planning committee to address pandemic preparedness specifically. The planning team should include at a minimum: human resources, health and wellness, computer support personnel, legal system representatives, partner organizations, and local public health resources. Alternatively, pandemic preparedness can be addressed by an existing committee with appropriate skills and knowledge and relevant mission. This Committee needs to have the plan approved by the Department Head.
- Review federal, state, and local public health and emergency management agencies' pandemic plans in areas where you operate or have jurisdictional responsibilities. Ensure that your plan is NIMS compliant and align your plan with the local ICS and local pandemic plans to achieve a unified approach to incident management.
- Verify command and control areas of responsibility and authority during a pandemic. Identify alternative individuals in case primary official becomes incapacitated.
- Set up chain of command and procedures to signal activation of the agency's response plan, altering operations, and returning to normal operations.
- Determine the potential impact of a pandemic on the agency or organization by using multiple possible scenarios of varying severity relative to illness, absenteeism, supplies, availability of resources, access to legal system representatives, etc. Incorporate pandemic planning into agency emergency management planning and exercise.
- Identify current activities that will be critical to maintain during a pandemic. These essential functions might include 911 systems in communities where law enforcement is responsible for this activity, other communications infrastructures, community policing, information systems, vehicle maintenance, etc. Identify critical resources, inputs, and staff that are necessary to support these crucial activities.
- Develop, review, and approve an official law enforcement/security pandemic preparedness and response plan. This plan represents the output of many or all of the activities contained in this checklist. This plan can be an extension of your current emergency or business continuity plans with a special focus on pandemics and should identify the organizational structure to be used to implement the plan. Include procedures to implement the plan in stages based upon appropriate triggering events.
- Develop a pandemic-specific emergency communications plan as part of the pandemic preparedness and response plan, and revise it periodically. The communications plan should identify a communication point of contact, key contacts and back-ups, and chain of communications and clearance. The plan may also include potential collaboration with media representatives on the development of scripts based on likely scenarios guided by the public information officer(s). Coordinate with partners in emergency government and public health in advance.



- Designate an individual to monitor pandemic status and collect, organize, and integrate related information to update operations as necessary. Develop a plan for back-up if that person becomes ill during a pandemic. Develop a situational awareness capability that leadership can use to monitor the pandemic situation, support agency decisions, and facilitate monitoring of impact.
- Distribute the pandemic plan throughout the agency or organization and develop means to document employees/staff have received and read the plan.
- Allocate resources through the budgeting process as needed to support critical components of preparedness and response identified in your plan.
- Periodically test both the preparedness and response plan and the communications plan through drills and exercises; incorporate lessons learned into the plans.

### **Impact of a Pandemic on Employers**

- Develop contingency plans for 30–40% employee absences. Keep in mind that absences may occur due to personal illness, family member illness, community mitigation measures, quarantines, school, childcare, or business closures, public transportation disruptions, or fear of exposure to ill individuals, as well as first responder, National Guard, or military reserve obligations.
- As necessary, plan for cross-training employees, use of auxiliary personnel and recent retirees, recruiting temporary personnel during a crisis, or establishing flexible worksite options and flexible work hours when appropriate.
- Develop a reporting mechanism for employees to immediately report their own possible illness during a pandemic.
- Establish compensation and leave policies that strongly encourage ill workers to stay home until they are no longer contagious. During a pandemic, employees with symptoms (such as fever accompanied by sore throat, muscle aches and cough) should not enter the worksite to keep from infecting other workers. Employees who have been exposed to someone, particularly ill members of their household, may also be asked to stay home and monitor their symptoms.
- Employees who develop symptoms while at the worksite should leave as soon as possible. Consult with state and local public health authorities regarding appropriate treatment for ill employees. Prepare policies that will address needed actions when an ill employee refuses to stay away from work.
- Identify employees who may need to stay home if schools dismiss students and childcare programs close for a prolonged period of time during a pandemic. Advise employees not to bring their children to the workplace if childcare cannot be arranged. Plan for alternative staffing or staffing schedules on the basis of your identification of employees who may need to stay home.
- Identify critical job functions and plan for cross-training employees to cover those functions in case of prolonged absenteeism during a pandemic. Develop succession plans for each critical agency position to ensure the continued effective performance of your organization by identifying and training replacements for key people when necessary. These replacements should be integrated into employee development activities, and should include critical contracted services as well.



- Develop policies that focus on preventing the spread of respiratory infections in the workplace. This policy might include social distancing practices, the promotion of respiratory hygiene/cough etiquette, the creation of screening mechanisms for use during a pandemic to examine employees for fever or other symptoms, using the full range of available leave policies to facilitate staying home when ill or when a household member is ill, and appropriate attention to environmental hygiene and cleaning.
- Provide educational programs and materials personnel on pandemic fundamentals, protection, and response strategies. Post instructional signs in all appropriate locations that illustrate correct infection control procedures community mitigation interventions.
- Provide training for law enforcement officers, office managers, medical or nursing personnel, and others as needed for performance of assigned emergency response roles. Identify a training coordinator and maintain training records. Ensure all staff are familiar with the local ICS and understand the roles and persons assigned within that structure.
- Stock recommended PPE and environmental infection control supplies and make plans to distribute to employees, contractors, and others as needed. These supplies should include tissues, trashcans, disinfection wipes, and alcohol-based hand sanitizer. Disinfectants may be used for cleaning offices, waiting rooms, bathrooms, examination rooms, and detention facilities. PPE may include gloves, surgical masks and respirators, eye protection, and protective cover wear. The specific uses for the above supplies will be advised by state and local health officials during a pandemic.
- Provide information to employees to help them and their families prepare and plan for a pandemic.
- Work with state and/or local public health to develop a plan for distribution of the current vaccine(s) and antiviral medications to law enforcement personnel.
- Evaluate employee access to and availability of health care, mental health, social services, community, and faith-based resources during a pandemic, and improve services as needed.

### **Providing Services to the Public During a Pandemic**

- Identify community-based scenarios and needs that are likely to occur in a pandemic emergency, and plan how to respond. These might include security of health care and/or vaccine distribution sites, sites that store antiviral medications or vaccines, first-responder activities, protection of critical infrastructure, management of panic and/or public fear, crowd/riot control, and enforcement of public health orders.
- Develop traffic flow plans to deal with standard traffic management and traffic flow around health-care delivery sites, including vaccine and antiviral distribution sites.
- Anticipate community vulnerabilities (vulnerable populations, crimes of opportunity, fraudulent schemes, etc.) and specifically train employees to respond.
- Develop guidance for managing/assisting special populations (persons who are homeless, substance abusers, elderly, and individuals with special needs, etc.) during a pandemic. This will require coordination with public health agencies, social



services, law enforcement, correctional facilities, legal system representatives, and community-based organizations serving these populations.

- Work with local and state health departments or other relevant resources to ensure health protection and care for detainees and other individuals for whom the agency or town has responsibility.
- Establish policies on post-arrest management of an ill or exposed individual, including what to do if a care facility, precinct, or another law enforcement facility refuses entry to an ill or exposed individual.

### **Coordination with External Organizations**

- Review your pandemic preparedness and response plan with key stakeholders inside and outside the agency, including employee representatives, and determine opportunities for collaboration, modification of the plan, and the development of complementary responsibilities.
- Share preparedness and response plans with other agencies in your region or state in order to share resources, identify collaboration strategies, and improve community response efforts. Develop, review, and modify local and state mutual aid agreements, if necessary. Mutual aid during a pandemic cannot be counted on as multiple jurisdictions in a given region may be affected simultaneously and have limited aid to offer. Availability of one state's National Guard to support another state's plans under an existing compact may be limited due to competing demands in their home state.
- Coordinate all requests for assistance with the next higher level governmental entity.
- Integrate planning with emergency service and criminal justice organizations such as courts, corrections, probation and parole, social services, multi-jurisdictional entities, public works, and other emergency services.
- Security functions are essential during a pandemic. Through your city or county attorney, corporation counsel or other appropriate authority, collaborate with the Office of the State Attorney General to clarify and review the authorities granted to law enforcement, including the National Guard.
- Identify local or regional entities, such as healthcare agencies, community organizations, businesses, or critical infrastructure sites, to determine potential collaboration opportunities. This collaboration might involve situational awareness, exercises or drills, or public safety training.
- Collaborate with local and/or state public health agencies to assist with the possible investigation of contacts within a suspected outbreak, the enforcement of public health orders, as well as the provision of security, protection, and possibly, critical supplies to quarantined persons. This process is known as contact tracing.

## **Attachment 4: Isolation and Quarantine**

### **Isolation**

The following minimum standards should be met for in-home isolation of someone who has contracted a virus. These standards are used for quarantining, as well.

1. Infrastructure
  - a. Cell phone or landline for communication (for monitoring by health staff, reporting of symptoms, gaining access to support services, and communicating with friends and family).
  - b. Electricity.
  - c. Heating, ventilation, and air conditioning.
  - d. Enough food and water.
  - e. A close bathroom.
2. Accommodations
  - a. Ability to provide a separate bedroom for the person who has contracted the pandemic virus.
  - b. Accessible and close by bathroom in the residence – separate from the rest of their family.
3. Resources for care and support
  - a. Primary caregiver who will remain in the residence and who is not at high risk for complications from a virus.
  - b. Method of meal preparation.
  - c. Laundry care.
  - d. Access banking (if needed).
  - e. Essential shopping support (if needed).
  - f. Masks, tissues, hand sanitizers, and information on infection control procedures.

### **Quarantine**

Quarantine is the separation and restriction of movement or activities of persons who are not ill but who have been exposed to infection, for the purpose of preventing transmission of disease. Individuals may be quarantined at home or in designated facilities; healthcare providers and other response workers may be subject to quarantine when they are off duty.

Quarantine of close contacts refers to the quarantine of individuals exposed to others with communicable diseases. Quarantine of groups of exposed persons refers to quarantine of people who have been exposed to the same source of illness.

Widespread or community-wide quarantine refers to the closing of community borders or the erection of a real or virtual barrier around a geographic area with prohibition of travel into or out of the area.



In addition to the items on the in-home isolation checklist, the following minimum standards should be met for in-home quarantine of an individual:

- Mechanism for addressing special needs (e.g., filling prescriptions)
- Accessibility to healthcare workers or ambulance personnel
- Access to food and food preparation, or delivery of essential items
- Access to supplies such as thermometers, fever logs, phone numbers for reporting symptoms or accessing services, and emergency numbers
- Access to mental health and other psychological support services.
- Transportation for medical evaluation for persons who develop symptoms

### Managing Contacts Under Quarantine

The recommended quarantine duration for close contacts is 10 days for a virus. Quarantine of high-risk exposures should be considered even in the absence of symptoms.

People in quarantine should be assessed for symptoms and the development of disease by either active or passive monitoring. Active monitoring of contacts in quarantine may overcome delays resulting from the insidious onset of symptoms or denial among those in quarantine.

In WHO Phase 4, contacts in quarantine should be managed through passive surveillance, using a Client Call-in Center. Contacts should be advised to:

- Remain vigilant for fever or respiratory symptoms for 10 days after exposure. Temperature readings should be taken and recorded twice a day.
- Seek health care if symptoms become severe.
- Inform health care provider in advance of presenting at a clinic or hospital that contact has been exposed to the pandemic virus and is now symptomatic.

Vulnerable populations who are not able to monitor their symptoms and communicate with a Client Call-in Center should not be monitored by passive surveillance if other resources exist. Alternative community settings and active surveillance should be used when possible.

### Home Quarantine

Ideally, persons who meet the definition of a close contact of another individual with a confirmed case of the pandemic virus should be quarantined in their home. The home environment is less disruptive to the individual's routine, and requires the fewest additional resources.

During Phases 5-6 of a pandemic, an appropriate authority using a questionnaire to verify its suitability should evaluate a home being considered as a quarantine setting. The assessment should center on the minimum standards noted below:

- Basic utilities (water, electricity, garbage collection, and heating or air-conditioning as appropriate).

- Basic supplies (clothing, food, hand-hygiene supplies, laundry services).
- Mechanism for addressing special needs (e.g., filling prescriptions).
- Mechanism for communication, including telephone (for monitoring by health staff, reporting of symptoms, gaining access to support services, and communicating with family).
- Accessibility to healthcare workers or ambulance personnel.
- Access to food and food preparation, or delivery of essential items.
- Access to supplies such as thermometers, fever logs, phone numbers for reporting symptoms or accessing services, and emergency numbers.
- Access to mental health and other psychological support services. Community staff to monitor contacts at least daily for fever and respiratory symptoms.
- Transportation for medical evaluation for persons who develop symptoms.
- Adequate security for those in the facility.

Quarantined persons should be given instructions on quarantining and why it's important. They should minimize interactions with other household members to prevent exposure during the interval between the development and recognition of symptoms. Precautions may include sleeping and eating in separate rooms, using a separate bathroom, and appropriate use of PPE.

Household members may go to school, work, etc., without restrictions unless the quarantined person develops symptoms. If the quarantined person develops symptoms, household members should remain at home in a room separate from the symptomatic person and await additional instructions from health authorities. Household members can provide valuable support to quarantined persons by helping them feel less isolated and ensuring that essential needs are met.

Immediate and ongoing psychological support services should be provided to individuals in isolation and in quarantine, via mental health services available through a Client Call-in Center to minimize psychological distress.

#### **Quarantine in an Alternative Community-based Facility**

Alternative sites for quarantine may be required for vulnerable populations including out-of-state travelers, homeless, disabled, and elderly without a caregiver.

Alternate facilities may be identified in Cumberland County that are suitable for quarantine. A Memorandum of Understanding may be developed with designated facilities in the event they are needed for isolation or quarantine.



## **Attachment 5: Management of Mass Fatalities**

During a pandemic, local authorities should be prepared to manage large numbers of deaths. Based on national estimates from the U.S. CDC, we can expect thousands of deaths during an eight-week period in Cumberland County. For planning purposes, it is assumed that the greatest mortality rates will be among infants, the elderly, and those with underlying health conditions.

This section serves to assist county officials, healthcare facilities, and funeral directors in preparing to cope with large-scale fatalities due to a pandemic virus.

The goals of mass fatality planning are to ensure:

- Embalmers, funeral homes, and hospitals have established pandemic plans that enable Cumberland County to efficiently handle mass fatalities.
- Key community and state partners involved in a pandemic response have developed a coordinated mass fatality response plan.
- The proper and dignified management of dead bodies during a pandemic.

### **Planning Assumptions**

- A pandemic event is not a single incident but an on-going event that will take place over a period of weeks and months. Bodies will need to be repeatedly recovered from multiple geographic sectors and processed at central locations until the pandemic subsides to the point that normal operations can accommodate the surge in deaths.
- For those jurisdictions whereby the current pandemic virus is the cause of death and therefore is not considered a Medical Examiner's/Coroner's case, the public health department will authorize the Medical Examiner/Coroner to take jurisdiction of the bodies.
- The death care industry, comprised of public and private agencies, will not be able to process remains in the traditional manner due to the increased number of cases.
- Pandemic related deaths will primarily fall into two major categories, attended and unattended. The process to identify remains from attended deaths will be relatively straightforward, however, unattended deaths, which require verification of identity, issuing a death certificate, and notifying the next of kin, will be labor intensive.
- There will be delays in the issuances of death certificates for both attended and unattended deaths. This delay will place substantial pressure on the Medical Examiner/Coroner to issue death certificates so that the next of kin can manage the decedent's estate.

### **Concept of Operations for Mass Fatality Management in Maine**

By law, the Maine Medical Examiner's Office is responsible for coordinating the management procedures for the deceased. At the request of the Medical Examiner's Office, the Maine Funeral Directors Association and the Association's Disaster Team Leader will be contacted. The Disaster Team Leader will aid the Medical Examiner's Office in assessing the number of fatalities and the resources needed. Unlike an emergency of limited duration and geographic distribution, during a pandemic, the Disaster Team's primary function will be coordination of the

statewide response. The Disaster Team will be authorized to deploy District Coordinators to respond on a county level. District Coordinators must be qualified by training in a program approved by the Association. The District Coordinator will work closely with CCEMA and the Incident Commander.

Within the Cumberland County Command staff, a Mass Fatalities Coordinator will be assigned by and report to the Operations Section Chief. Recommendations for Mass Fatalities Coordinator include a local funeral director who is a member of the Association. The Mass Fatalities Coordinator for Cumberland County will work closely with the Medical Examiner's Office. The coordinator's responsibilities will include the following:

- Designate a temporary morgue site(s).
- Designate sites for temporary storage of deceased.
- Ensure adequate transportation and staff are available for handling bodies.
- Ensure essential supplies are stockpiled and renewed.
- Ensure communication with the general public regarding how to handle deceased, family assistance centers, etc.
- Ensure standard procedures are in place for identifying deceased.
- Ensure coordination between hospitals and local funeral homes.
- Appoint directors for temporary storage and burial sites.





# **SHELTER MANAGERS HANDBOOK**

Bridgton, Maine

September 2022  
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 Emergency Management Agency (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: \_\_\_\_\_

**Carmen E. Lone**

Board of Selectmen, Bridgton, Maine

Reviewed: \_\_\_\_\_ Date: \_\_\_\_\_

**Matthew M. Mahar**

Director, Cumberland County Emergency Management Agency

Submitted: \_\_\_\_\_ Date: \_\_\_\_\_

**Todd Perreault**

EMA Director, Bridgton, Maine

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## A. Introduction

This document is the Shelter Managers Handbook. Shelter Managers will use this Handbook to open, operate, and close a shelter in Bridgton in an emergency. Current shelters in Bridgton are the Community Center and Stevens Brook Elementary School. Lake Region High School in Naples is also used as a shelter. Procedures and guidelines for the Community Center and Elementary School can be found in this Handbook. Shelter surveys for those locations are in the Shelter Binder. A shelter survey for the High School is also in the Shelter Binder. For more information, please see Annex G in Bridgton's Emergency Operations Plan (EOP) or the Shelter Binder. These can be found in Bridgton's Emergency Management Agency (EMA) office.

This Handbook will guide Shelter Managers on what to do before, during, and after an emergency. At the end 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 that 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 volunteers 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 volunteer availability.

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

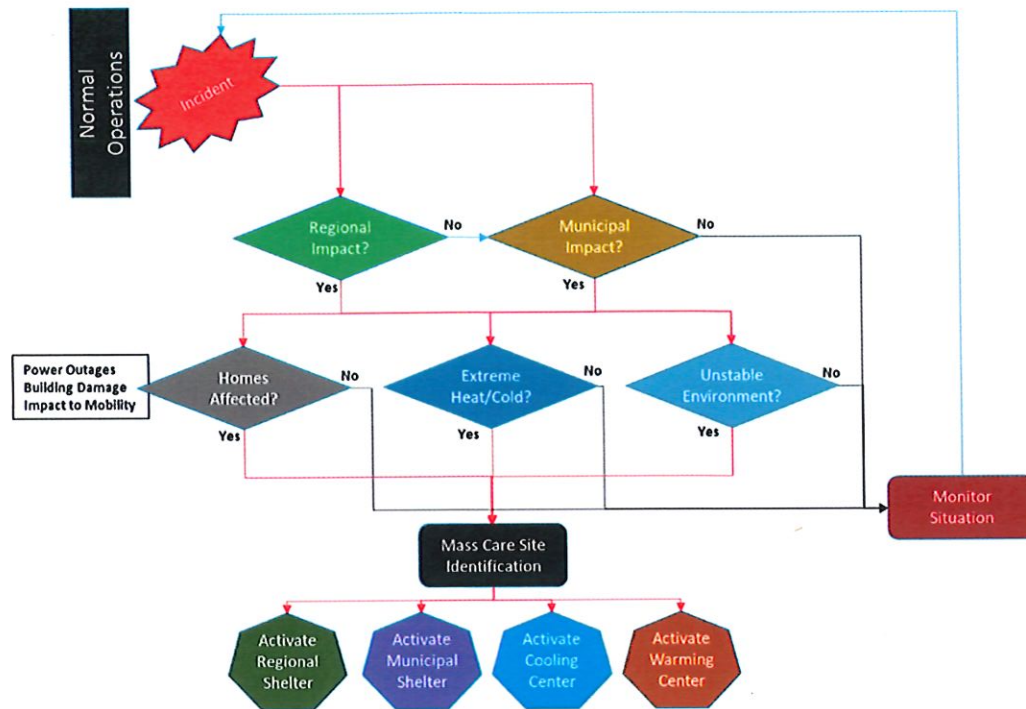
state. All volunteers must be trained by Bridgton EMA or the ARC. Training includes how to operate a shelter during an emergency – this training must be done before an emergency occurs. The decision to open is based on the part of the county where the need is greatest. Regional shelters are typically 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 and operated by volunteers from the community, who must first complete shelter training and 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, if/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, or 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 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
<b>Regional Shelter</b>	CCEMA Director Cumberland County Manager	Town management Local emergency response partners Facility owner
<b>Municipal Shelter</b>	Town Manager or Board of Selectmen Bridgton EMA Director	CCEMA Director Local emergency response partners Facility owner
<b>Warming/Cooling Center</b>	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, town 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 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 signs 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. A volunteer with medical experience is required to staff this area.

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

### **Responsibilities for Deactivation**

*Shelter Manager* – The Shelter Manager recognizes 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 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 volunteers are 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 Shelter 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 that is an available service. A sample welcome page can be found at the end of this Handbook, 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, tablets, or laptops. 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 the 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 (if food service is available), 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 food service 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 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 the form 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 most 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 in childcare and 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 for more than 24 hours. 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 as needed, when either location is operating as a shelter. Signs will be clearly visible and it will be identified on the map given to residents in their Welcome Packet.

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 utilizes, 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 a local 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 soap dispensers, paper towel holders, and toilet paper holders 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 their original storage. If there are any signs 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.

## B. Bridgton Community Center

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 volunteers, 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 volunteers 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 A.

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



## Floor Plan



### **C. Stevens Brook Elementary School**

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 from extreme weather.

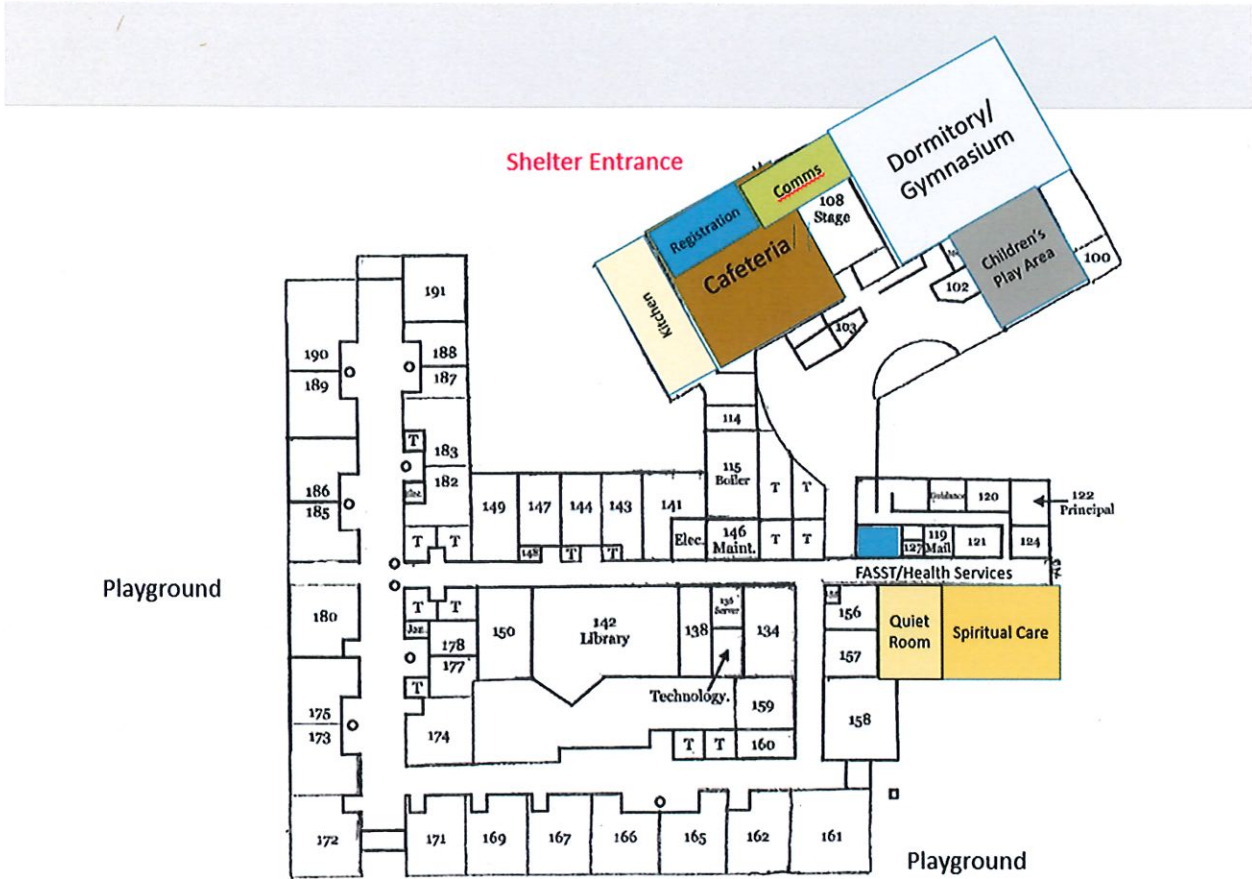
For evacuation sheltering, the capacity limit for the school is 177 people for up to 24 hours. For short term sheltering, which is between 24-72 hours, the capacity is 77 people. For longer term sheltering, which is 72 hours or more, the capacity is 31 people. Staff at the shelter includes the Shelter 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 A. It is important to note that the minimum number of volunteers 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.



Floor Plan





Phillip A. Jones  
Chief of Police

## BRIDGTON POLICE DEPARTMENT



8 Iredale Street  
Bridgton, Maine 04009  
207.647.8814

To: Robert A. Peabody, Jr.  
From: Chief Phillip A. Jones  
Date: June 28, 2022  
Subject: K9 Program

I am requesting approval to apply for a grant from the Stanton Foundation which, if awarded, will fund the creation of a Bridgton Police Department K9 Unit.

As you will see from the provided attachments, the grant will provide for the full cost of starting a K9 program over the next three years including the following areas:

1. \$32,000 to provide for the cost of the K9, training, cruiser outfitting, kennel and doghouse for handler's home, K9 bulletproof vest, dog food allowance, vet care, training equipment, collars, leashes, and a 10% reserve for contingencies.
2. Reimbursement to cover staffing costs while the K9 and handler are away at 14 weeks of patrol school totaling \$15,400.
3. \$4,500 to reimburse the cost of release time and other expenses associated with specialty training.

The grant requirements are as follows:

1. Interviews of potential K9 handler candidates must include an experienced K9 trainer provided by the Foundation.
2. The K9 handler agrees to commit to serving as handler for an initial five-year period.
3. The Town agrees to send the handler to an approved training school and provide documents of successful completion.
4. The town will provide financial and incident reports to the Foundation throughout the process.

There is no matching requirement.

In all, this grant would provide the Town with \$51,900 to use for creating a program which will greatly increase functionality of the Police Department and the safety of the community we serve.





*Phillip A. Jones*  
*Chief of Police*

## BRIDGTON POLICE DEPARTMENT



*8 Iredale Street*  
*Bridgton, Maine 04009*  
*207.647.8814*

To: Robert A. Peabody, Jr.  
From: Chief Phillip A. Jones  
Date: January 19, 2022  
Subject: K9 Program

In this year's budget, I am requesting funding to start the Bridgton Police Department K9 Unit. This proposed K9 program will increase officer safety, deter ongoing illegal drug trafficking, and equip the police department with a ready tool that can be used for tracking dangerous suspects and locating missing persons.

Police K9 are actively on patrol with the officer handler. They are present on traffic stops, respond to calls for service, and are deployed to serious incidents and standoff situations. The presence of a patrol K9 in these situations is a deterrent to combative individuals and frequently lead to less need for hands on police tactics to bring suspects under arrest. This decrease in forcing officers to apply various uses of force creates an environment with less opportunity for work related injury and/or incidents that could result in litigation.

Illegal drug trafficking and its multifaceted effects on the community continue create a hazard for the citizens we serve. From both intentional and unintentional overdoses to property crimes that are committed to fund the purchase of these narcotics, the effects of criminal drug trafficking impact individuals, families, and businesses. A K9 assists officers with locating well-hidden illegal drugs during traffic stops, probation checks, bail searches, and search warrants leading to the seizing of contraband and stronger evidence for prosecution. The presence of a K9 unit on regular patrol for a municipal police department deters drug traffickers from choosing to travel through that area improving the image of the municipality and making it more attractive as a place to live and do business.

Currently Bridgton is home to multiple summer camps, an elementary school, a boarding school, an unlocked senior living facility housing 57 residents, a facility under construction estimated to house 48 residents, a residential group home housing 10 juveniles, a hospital emergency department caring for people in various stages of crisis, and a large number of families who support children on the autism spectrum or elderly family with various mental health related struggles. These are parts of our community that present a risk for runaway, wandering, missing person related calls for service. When trying to resolve them and return a family's loved one, time is of the essence. Having a full time K9 unit on duty and available for call out decreases the time delay between the initial call and deploying available resources. This is especially important when we consider the large the size of our town and the highly traveled routes that flow through it.

A K9 Unit for the Town of Bridgton would serve as a vital tool to help its Police Department serve the community and keep it safe.

(/).

**Canine Welfare (<https://thestantonfoundation.org/canine-welfare>) > K9 Unit Establishment Grants (<https://thestantonfoundation.org/canine-welfare/k9-programs>)**

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## First Dog Program

### CURRENTLY ACCEPTING APPLICATIONS

As part of its ongoing mission to support positive human/dog relationships, the Stanton Foundation has identified K9 units as a priority area for support.

To increase the number of communities with K9 units, the Stanton Foundation is providing grants to support the creation of new K9 units in cities and towns in Massachusetts, New Hampshire, Rhode Island, New York, and Maine. Grants are awarded in the amount of \$32,000. This amount will cover costs including purchasing the dog, training costs, kennel facilities at the officer's home, retrofitting a cruiser for the exclusive use of the K9 unit, and food and veterinary care for the first three years. A full model budget is available under the [Resources \(/canine/k9-programs/first-dog/resources\)](#) tab.

Grant recipients will also be eligible to receive reimbursement of \$1,100 per week for every week (up to 14 weeks) of patrol school that the handler is unavailable for normal duties. This reimbursement is granted in full upon confirmation that the handler and dog have successfully been certified at the end of patrol training. Similarly, once a dog and handler have completed a specialty certification, grant recipients are eligible to be reimbursed \$4,500 pending confirmation the unit has been certified.

The Foundation's police K9 program is a non-competitive grant program. The Stanton Foundation will award grants to any eligible department that successfully completes the application process and commits to maintaining the K9 unit for a minimum of **five years**.



Departments must not have had an active K9 unit for the past 5 years to be eligible. Departments must be willing to train at one of five Foundation-approved training sites to be eligible (Berkshire County Sheriff's Office, Massachusetts State Police, the Boston Police Canine Academy, the Maine State Police, or the Rhode Island K9 Academy).

The Foundation believes that K9 units are force multipliers for local police departments and provide numerous benefits to local and surrounding communities. Any police department that shares this view of K9 units and is willing to commit to the process is encouraged to submit an application. The Stanton Foundation will support your effort.

> [CURRENT PARTICIPANTS \(HTTPS://THESTANTONFOUNDATION.ORG/CANINE-WELFARE/K9-PROGRAMS/FIRST-DOG/PARTICIPANTS\)](https://thestantonfoundation.org/canine-welfare/k9-programs/first-dog/participants).

> [HOW TO APPLY \(HTTPS://THESTANTONFOUNDATION.ORG/CANINE-WELFARE/K9-PROGRAMS/FIRST-DOG/APPLY\)](https://thestantonfoundation.org/canine-welfare/k9-programs/first-dog/apply).

> [RESOURCES \(HTTPS://THESTANTONFOUNDATION.ORG/CANINE-WELFARE/K9-PROGRAMS/FIRST-DOG/RESOURCES\)](https://thestantonfoundation.org/canine-welfare/k9-programs/first-dog/resources).

> [FAQ \(HTTPS://THESTANTONFOUNDATION.ORG/CANINE-WELFARE/K9-PROGRAMS/FIRST-DOG/FAQ\)](https://thestantonfoundation.org/canine-welfare/k9-programs/first-dog/faq).

> [CONTACT \(HTTPS://THESTANTONFOUNDATION.ORG/CANINE-WELFARE/K9-PROGRAMS/FIRST-DOG/CONTACT\)](https://thestantonfoundation.org/canine-welfare/k9-programs/first-dog/contact).

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Appendix A

## Model Budget for Establishment of K-9 Unit

<i>Item</i>	<i>Cost</i>
"Green Dog" and trained for the purpose of work/police work. The dog should come with a 1-year health guarantee, along with a guarantee of success in completing a K-9 training course.	\$ 9,000
Initial training, BPD K-9 handler course (or comparable facility)	\$ 1,400
In service training, K-9 handler	\$ 500
Cost of cruiser conversion for K-9 team use	\$ 6,000
Outdoor 6'x12' kennel and doghouse at handler's home	\$ 3,000
Miscellaneous training and handling equipment (collars, leashes, bite sleeves, exercise balls)	\$ 2,000
K-9 bulletproof vest	\$ 850
Dog food, 3 years@ \$650 per year	\$ 1,950
Vet care allowance, 3 years @\$1,000 per year	\$ 3,000
<b>3 year costs</b>	<b>\$ 27,700</b>
Reserve for contingencies: 10%	\$ 2,770
<b>Project costs</b>	<b>\$ 30,470</b>
Reserve for future K-9 skills training	\$ 1,530
<b>Grant total</b>	<b>\$ 32,000</b>

\*Please note the Initial Grant does not cover costs of any wages.  
Departments can be reimbursed for the K9 Unit's time spent in training  
with our Patrol School Grant (\$1,100 per week of school) and Secondary  
School Grant (\$4,500).



Appendix B

## STANTON FOUNDATION K-9 PROGRAM REPORTING FORM

*(please attach any and all supporting documents from tracking software and/or financial transactions)*

Organization:	
K9 Team:	
Reporting Period:	

CATEGORY	TOTAL
Callouts:	
Deployments:	
Tracks:	
Area Searches:	
Building Searches:	
Article Searches:	
Narcotics Searches:	
Community Policing Demonstrations:	
Apprehensions:	
Narcotic Seizures	
In-Service Training Sessions:	
Training Seminars (articulate below):	
Other:	

FINANCIAL	TOTAL
Starting Balance This Period:	
Contributions (describe below):	
Expenses (describe below):	
Balance at End of Period:	

<p><b><u>NOTES (Please list highlights below):</u></b></p>          
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# Stanton Foundation K-9 Grant Application

Please fill in the tables below; boxes will automatically expand to fit content.

Administrative Information	
Town/City:	Town of Bridgton
County:	Cumberland
Population:	5418 (2020 census)
First or Second K-9 Unit:	First
Anticipated Training Location*	Maine State Police K9 Academy

Police Department Information	
Annual Operating Budget:	\$981,583
Annual Capital Budget:	\$59,214 *Included in operating budget
Number and type of vehicles:	7 SUVs and 1 Sedan
Total employees (FTEs):	11 (10 FT officers, 1 FT administrative asst.)
Total sworn officers:	11 (10 Full-Time 1 Part-Time)
Chief of Police:	Phillip A. Jones
Time in position:	2 years
Previous position:	Bridgton Police Patrol Sergeant

K-9 Deployment Information	
Previous experience with K-9 Unit (if applicable):	None
Current K-9 use (incl. types of calls):	N/A
From which agency is K-9 assistance currently requested:	Cumberland County Sherriff's Office and Maine Sate Police.
Anticipated uses of new K-9 unit (must be dual purpose):	Patrol and Drug Detection

Handler Information	
Preliminary estimate of officer interest in K-9 assignment:	3
Anticipated method of selecting handler:	Memorandum of Interest and Interviews.

\*Must train with one of the following: Boston Police Canline Academy, MA State Police, ME State Police, RI K9 Academy, Berkshire County Sheriff

\*\*Attach letter of support from Chief and Town/City authority



## Stanton Foundation K-9 Grant Application

Town Approval Information	
Who, other than Chief, will approve the establishment of a new K-9 Unit (Board of Selectmen, Mayor, etc.)**:	Board of Selectmen

Contact Information (applicant)	
First name:	Phillip
Last name:	Jones
Rank:	Chief of Police
Email:	<a href="mailto:pjones@bridgtonmaine.org">pjones@bridgtonmaine.org</a>
Phone:	207-647-8814 Ext 201 Cell: 207-647-1131

\*Must train with one of the following: Boston Police Canine Academy, MA State Police, ME State Police, RI K9 Academy, Berkshire County Sheriff

\*\*Attach letter of support from Chief and Town/City authority

# THE STANTON FOUNDATION

## GRANT AGREEMENT, K-9 PROGRAM

This Grant Agreement is entered into by and between The Stanton Foundation and the Town/City of Bridgton, Maine pursuant to which The Stanton Foundation is awarding a \$32,000 K-9 Grant to the Town/City of Bridgton, Maine. This Grant is provided to enable the Town/City to establish a K-9 Unit and is intended to cover the costs associated with such a program, as set forth in the Model Budget attached as Appendix A.

This Grant is provided subject to the following terms:

1. The Town/City will demonstrate that it has obtained the requisite legal authority authorizing it to enter into this Grant Agreement.
2. The Town/City agrees that the K-9 grant provided by the Stanton Foundation shall be used to cover the costs and only the costs set forth on the attached Model Budget, and that these grant funds will not be used for any other departmental activities.
3. Selection of the Canine Officer is at the discretion of the Town/City, but interviews of potential candidates must include an interview with and approval by an experienced K-9 trainer/personnel provided by the Stanton Foundation.
4. The Canine Officer agrees to commit to serving as handler for an initial five-year period. If for any reason the Canine Officer is unable to continue as handler during that time, the Foundation will have full discretion to rehome the dog as it deems appropriate.
5. The Town/City agrees to provide release time for the assigned Canine Officer to undergo patrol training (typically 10 to 14 weeks), for specialty training with certification, and ongoing in-service education as appropriate.
6. Patrol training will take place in the Spring of 2023 (season/year) session of the Maine State Police K9 Academy (law enforcement organization) K-9 training program.



7. Following completion of patrol training, the Foundation will reimburse the Town/City up to a maximum of \$1,100 per week for a maximum of 14 weeks to offset costs required to maintain staffing levels during this period. In order to receive this reimbursement, the Town/City must provide the following documents.
  - a. Copy of program certification from patrol school
  - b. Financial expenditures to date
  - c. Sample reporting template (if not the Foundation template)
8. The Town/City will assist a representative of the Stanton Foundation in arranging a meeting with the K-9 unit at a mutually convenient time. The Stanton Foundation anticipates that this meeting will take place within 30 days following completion of patrol training and certification of the K-9 unit.
9. Following completion of a specialty training program, the Foundation will provide up to \$4,500 to reimburse the Town/City for release time and other expenses associated with specialty training. The Town/City will provide the Foundation with a copy of the unit's specialty certification in order to be reimbursed. These documents must be submitted within 60 days of certification.
10. Based on the date that the dog and handler are put into service, the Town/City will provide the following reports. The Town/City designates \_\_\_\_\_  
Chief Phillip A. Jones \_\_\_\_\_ (Name/Title), as the individual responsible for reporting to the Foundation. He can be reached at 207-647-1131 (phone number) and pjones@bridgtonmaine.org (email address). Should the designee leave the Town/City, the Town/City will provide the Foundation with a new reporting contact within thirty (30) days. The Town/City may use the template provided by the Foundation (Appendix B) or some other mutually agreed upon format.
  - a. Quarterly activity reports on K-9 unit use for the first year and annual reports thereafter for the next 3 years; and
  - b. Quarterly financial reports on K-9 unit spending for the first year and annual reports thereafter for the next 3 years; and

- c. Timely reports (within 14 days of the incident) on any K-9 unit incidents, including complaints from the public or injuries sustained by the public, or the unit.

11. If a K-9 officer does not begin training within 180 days of the receipt of grant monies by the Town/City, the Town/City will, at the Stanton Foundation's request, return the funds to the Foundation.

THE TOWN/CITY OF \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_

THE STANTON FOUNDATION

By: \_\_\_\_\_

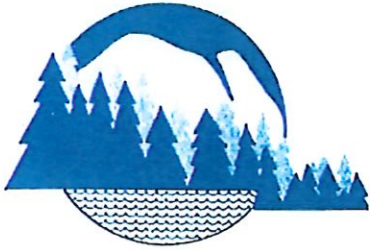
Elisabeth Allison, Co-Director  
Stanton Foundation  
1430 Massachusetts Avenue, 6<sup>th</sup> floor  
Cambridge, MA 02138

By: \_\_\_\_\_

Andrew Weiss, Co-Director  
Stanton Foundation  
One Penn Plaza, 30<sup>th</sup> floor  
New York, NY 10119

Date: \_\_\_\_\_





## TOWN OF BRIDGTON

3 CHASE STREET, SUITE #1  
BRIDGTON, MAINE 04009

Phone- 207-647-8786  
Fax- 207-647-8789

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June 28, 2022

Chief (Ret.) Richard J. McLaughlin  
Program Officer Stanton Foundation  
1430 Massachusetts Avenue, 6<sup>th</sup> floor  
Cambridge, Massachusetts 02138

Dear Chief McLaughlin

Please accept this letter as evidence of the Town of Bridgton's enthusiastic support for the creation of a K-9 program at our police department. At one of our recent meetings with Chief Phillip Jones our Board of Selectmen heard about the value the program would bring to the law enforcement activities engaged in by our department in addition to the impact it would have on public safety for those who live and work in the Town of Bridgton.

While our department can use the K9 units from partner agencies in the area, there is often a waiting period which ties up the limited resources of our department, if the unit is available at all. The Town of Bridgton is eager to establish its own unit to have this resource readily available, in addition to the other benefits such a program carries.

As you can imagine, support from the Stanton Foundation K9 Grant Program will be eagerly appreciated and help our Town achieve something we otherwise do not have the resources to accomplish. Your consideration of our request is greatly appreciated.

Thank you for your time and please feel free to contact me directly if you have any questions.

Sincerely,

Board of Selectmen



Phillip A. Jones  
Chief of Police

## BRIDGTON POLICE DEPARTMENT



8 Iredale Street  
Bridgton, Maine 04009  
207.647.8814

June 28, 2022

Chief (Ret.) Richard McLaughlin  
Program Officer Stanton Foundation  
1430 Massachusetts Avenue, 6<sup>th</sup> Floor  
Cambridge, Massachusetts 02138

Dear Chief McLaughlin,

I am writing this letter to show support for the Bridgton Police Department to acquire a K9 and train an officer.

I have been the Chief in Bridgton for the past 2 (2) years, a member of the department since 2006, and am personally aware of numerous times my department was unable to get a K9 response when needed. Having our own K9 Team would allow our department to handle these situations without requiring an outside agency to send their K9 Team out of town.

The Bridgton Police Department has not had a K9 since 2007 and since then has seen a dramatic increase in drugs being transported through our community. Currently if an officer stops a vehicle that requires the attention of a Drug Detection K9, we have a limited window to wait for it. Previously we have had to rely on other law enforcement agencies to provide their K9 if available. This creates a significant delay if the K9 not nearby and prolongs the traffic stop in some instances.

The issue of a K9 has been brought to the Bridgton Board of Selectmen. They agree and fully support such an endeavor. I look forward to working with The Stanton Foundation and will make sure the program is a success.

Sincerely,

Phillip A. Jones  
Chief of Police