

Town of North Yarmouth



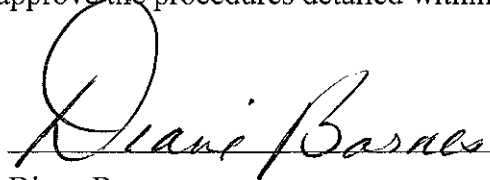
Comprehensive Emergency Operations Plan

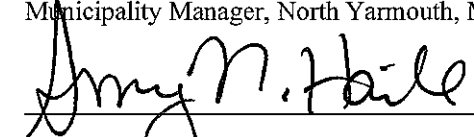
Version 1
October 5, 2023

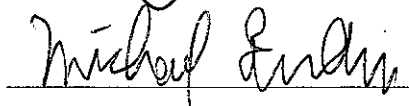
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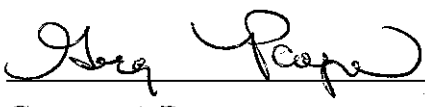
This Town of North Yarmouth Emergency Operations Plan was prepared to ensure that the organization had deliberately considered how it would respond to an emergency incident. This plan provides guidance for all phases of emergencies that could occur in or near North Yarmouth and is supportive of the Cumberland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

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

Approved:  Date: 11/21/2023
Diane Barnes
Municipality Manager, North Yarmouth, Maine

Reviewed:  Date: 11/21/23
Amy Haile
Chairman, Board of Selectmen, North Yarmouth

Reviewed:  Date: 11/27/23
Michael Durkin
Director, Cumberland County Emergency Management Agency

Submitted:  Date: 11/29/2023
Gregory A Payson
Fire Rescue Chief
Local EMA Director, North Yarmouth

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North Yarmouth Emergency Operations Plan Change Log

Revision No.	Date	Change Description	Pages Modified
1.0	10/05/2023	<i>Emergency Operations Plan developed</i>	ALL

Record of Distribution

Distribution will be accomplished electronically to all stakeholders

Organization	Date Delivered	Medium	Verified Receipt
North Yarmouth Public Works	11/29/2023	Email	11/29/2023
North Yarmouth Fire Rescue	11/29/2023	Email	11/29/2023
Town of North Yarmouth	11/29/2023	Email	11/29/2023
North Yarmouth Wescustogo Hall and Community Center	11/29/2023	Email	11/29/2023
Cumberland County EMA	11/29/2023	Email	11/29/2023
Cumberland County Sheriff Department	11/29/2023	Email	11/29/2023

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Town of North Yarmouth

COMPREHENSIVE EMERGENCY OPERATIONS PLAN

I. Purpose

Municipalities within the State of Maine are required to establish and ensure the capability to respond to a wide range of emergencies in accordance with Maine PL 1983, C. 146, § 783. Disaster emergency plan. The Town of North Yarmouth Comprehensive Emergency Operations Plan (EOP) provides the operational framework to implement the policies, requirements, and responsibilities of Town of North Yarmouth.

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

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

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

II. Municipality Profile

North Yarmouth is located in the eastern portion of Cumberland County, North of Portland. The town has a total area of 21.41 square miles containing approximately 12,373 acres, 0.19 square miles of waterway, and a population of 4,072, which does not significantly increase with tourism. Elevations range from 35' on route 115 at the Yarmouth Town line to 180' at Walnut Hill. North Yarmouth has 1,579 housing units within the town, 128 of them are renter occupied homes.

The average family size is 3 individuals. The median home value is \$376,066.00 with the average home being valued at \$408,934.00. The median household data is \$117,991.00 with an average household income of \$145,318.00.

Ethnically North Yarmouth is made of the following races: 96.6% of white/ Caucasian, 0.3% African American, 0.5% American Indian, 1.1%, Asian, and 1.5% of other races.

North Yarmouth's population by age breaks down as follows: 4.6% ages 0-4, 5.5% ages 5-9, 6.8% ages 10-14, 11.6% ages 15-24, 10.5% ages 25-34, 8.6% ages 35-44, 15.9% ages 45-54, 18.9% ages 55-64, 11.8% ages 65-74, 4.7% ages 75-84, and 1.1% over 85 years of age.

North Yarmouth's population broke down by educational attainments is as follows: 0.5% less than 9th grade, 0.7% 9th -12th grade without a diploma, 15.8% high school graduate, 1.2% GED/alternative credential, 17.3% some college without a degree, 10.7% with an associate's degree, 31.2% with a bachelor's degree, and 22.5% with a graduate/professional degree.

Educational Attainment, 2016			
Level of Education	Town of North Yarmouth	Cumberland County	Maine
Less than 9th Grade	1%	2%	3%
9-12th Grade/No Diploma	2%	4%	5%
High School Diploma	15%	19%	27%
GED/Alternative Credential	1%	3%	5%
Some College/No Degree	18%	19%	20%
Associate's Degree	10%	10%	10%
Bachelor's Degree	34%	28%	19%
Graduate/Professional Degree	20%	15%	10%

Source: Esri

Cumberland County, Institutions, 2015						
Institution	Associates degree	Bachelors degree	Masters degree	Doctors degree	All Certificates	All Degrees
University of Southern Maine	1	1,257	489	90	128	1,837
Southern Maine Community College	806	0	0	0	27	806
Bowdoin College	0	626	0	0	0	626
Saint Joseph's College of Maine	5	294	255	0	7	554
Northeast Technical Institute	0	0	0	0	438	0
Kaplan University-Maine Campus	221	112	16	0	15	349
Spa Tech Institute-Westbrook	0	0	0	0	197	0
InterCoast Career Institute-South Portland	0	0	0	0	195	0
Empire Beauty School-Maine	0	0	0	0	103	0
Maine College of Art	0	80	15	0	0	95
Cosmotech School of Cosmetology	0	0	0	0	48	0
Birthwise Midwifery School	0	0	0	0	5	0
Institute for Doctoral Studies in the Visual Arts	0	0	1	3	0	4
Total	1,033	2,369	776	93	1,163	4,271

Source: EMSI

North Yarmouth's population as by employment is as follows: 65.5% white collar jobs, 14.6% in the service industry, and 19.9% in blue color jobs. White-collar jobs break down as follows: 15.6% Management/business/financial, 29.3% professional, 16.2% sales, and 4.3% administrative staff. Blue-collar jobs break down as follows: 5.2% farming/forestry/fishing, 3.9% construction, 2.9% installation/maintenance/repair, 2.9% production, and 5.1% in transportation/material moving. As shown below, there is a small handful of business in the service area of the town

Commuter Inflow/Outflow				
	2004 Count	2004 Share	2014 Count	2014 Share
Employed in North Yarmouth	365	100%	298	100%
Employed in North Yarmouth but Living Outside	249	68%	190	64%
Employed and Living in North Yarmouth	116	32%	108	36%
Living in North Yarmouth	1,694	100%	1,759	100%
Living in North Yarmouth but Employed Outside	1,578	93%	1,651	94%
Living and Employed in North Yarmouth	116	7%	108	6%

Note: Job Counts include only primary jobs

Source: Census On-The-Map

Town of North Yarmouth, All Industries										
NAICS (2-digit)	Description	2011 Jobs	2016 Jobs	2021 Jobs	2010 - 2016 Change	2010 - 2016 % Change	2016 - 2021 Change	2016 - 2021 % Change	Current Total Earnings	2016 Location Quotient
11	Crop and Animal Production	46	43	41	(3)	(7%)	(2)	(5%)	\$26,026	6.00
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0%	0	0%	\$0	0.02
22	Utilities	0	0	0	0	0%	0	0%	\$0	0.03
23	Construction	216	211	205	(5)	(2%)	(6)	(3%)	\$46,574	6.71
31	Manufacturing	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.11
42	Wholesale Trade	16	16	12	0	0%	(4)	(25%)	\$71,350	0.71
44	Retail Trade	26	27	28	1	4%	1	4%	\$26,047	0.44
48	Transportation and Warehousing	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.02
51	Information	0	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.08
52	Finance and Insurance	14	15	15	1	7%	0	0%	\$108,021	0.66
53	Real Estate and Rental and Leasing	18	10	<10	(8)	(44%)	Insf. Data	Insf. Data	\$52,187	1.04
54	Professional, Scientific, and Technical Services	71	73	72	2	3%	(1)	(1%)	\$74,033	1.95
55	Management of Companies and Enterprises	0	0	0	0	0%	0	0%	\$0	0.00
56	Administrative and Support and Waste Management and	43	51	55	8	19%	4	8%	\$37,431	1.40
61	Educational Services	0	0	0	0	0%	0	0%	\$0	0.00
62	Health Care and Social Assistance	19	20	20	1	5%	0	0%	\$28,561	0.27
71	Arts, Entertainment, and Recreation	28	30	31	2	7%	1	3%	\$28,770	3.08
72	Accommodation and Food Services	19	20	21	1	5%	1	5%	\$22,830	0.41
81	Other Services (except Public Administration)	29	40	46	11	38%	6	15%	\$20,818	1.43
90	Government	24	22	21	(2)	(8%)	(1)	(5%)	\$84,969	0.24
99	Unclassified Industry	0	0	0	0	0%	0	0%	\$0	0.00
	Total	573	584	579	11	0%	(5)	(1%)	\$46,660	

Source: EMSI

North Yarmouth's make up by disabilities is very limited. There are at least 11 people in the town that are electricity dependent (statistic from emPowerME). The State of Maine on average has a 6.2% disability Rate.

North Yarmouth is made up of a five-member Select Board, a Town Manager, and an Assistant Town Manager with administrative staff, a building codes department, and a Community Services/ Recreational Director. The Public Works Department has six full-time employees and one seasonal employee. The Fire Rescue Department consists of one Fulltime Fire Rescue Chief/EMA Director/Public Health Officer, thirty-four call members, and five per-diem firefighter/paramedics. North Yarmouth Fire Rescue is the transporting EMS service for the town and is licensed at the basic level and permitted up to the paramedic level. The Town of North Yarmouth utilizes both the Maine State Police and the Cumberland County Sheriff's Office for Law enforcement. Neither the Maine State Police nor the Cumberland County Sheriff's Office have a written contract with the Town of North Yarmouth.

North Yarmouth is vulnerable to many types of disasters, man-made, natural, and technological that would affect portions or all the town. Considerations of these different hazards are addressed in this plan. Capabilities and resources are available, which is effectively employed could minimize or eliminate loss of life or property.

Some of the potential hazards listed in this plan include but are not limited to: earthquake, fire, annual flooding of the Royal River/Chandler Brook areas, hurricanes, winter weather, hazardous materials spills/transportation accidents, and recreational incidents.

III. Applicability

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

IV. Security

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

V. Plan Maintenance and Distribution

As part of the annual plans and procedures maintenance, the Fire Rescue Chief / EMA Director will review and update the Town of North Yarmouth Emergency Operations Plan. All reviews will be submitted to the municipality's leadership for review and

approval. Interim administrative updates and revisions to this Plan are authorized and will be reissued as Version 1.0 and so on to the signed Plan.

Any request to disclose information in this Plan outside the municipality and/or the county, or to withhold information in this Plan from a non-municipal requestor, must be coordinated with the Fire Rescue Chief / EMA Director.

VI. Policy and Background

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

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

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

VII. Planning Objectives and Assumptions

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

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

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

The Town of North Yarmouth Planning Objectives are:

- Ensure North Yarmouth can perform its critical functions under all conditions.
- Execute a successful order of succession, accompanied by the appropriate position-related authorities, when a disruption renders the Town of North Yarmouth leadership unable to assume and perform their authorities and responsibilities.

- Ensure the Town of North Yarmouth has considered backup facilities where it can continue to perform its critical functions, as appropriate, during an emergency incident.
- Protect essential facilities, equipment, records, and other assets, in the event of a disruption.
- Achieve timely and order recovery of the Town of North Yarmouth from an emergency.
- Validate readiness and ensure operational capability through a dynamic and integrated test, training, and exercise program.

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

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

VIII. Resilience Capability Elements

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

A. Risk Management: The application of risk management principles can preserve resources by assessing the probability of occurrence for catastrophic emergencies and related consequences. Vulnerability, probability, and impact are all considered when determining the level of risk. The Town of North Yarmouth will complete this through risk and task assessments while working with Cumberland County EMA. See Annex C for details

B. Response Options: Response options with include sheltering in place, evacuation, relocation or devolution. Each of these will be discussed in Annex D

C. Hazard Mitigation: Any sustained action taken to reduce or eliminate the long-term risk to life and property from hazard events. It is an on-going process that occurs before, during, and after disasters and serves to break the cycle of damage and repair in hazardous areas.

The Town of North Yarmouth works closely with Cumberland County EMA to provide specific information about the Town of North Yarmouth's Hazardous Mitigation Plan. Cumberland County EMA provides Hazard Mitigation planning for Cumberland County. North Yarmouth emergency management provides information on hazards and threats specific to the town for the FEMA Mitigation Plan. The Town of North Yarmouth also provides a list of its mitigation projects and updates them with Cumberland County EMA annually. Please refer to the

Cumberland County Hazard Mitigation plan located on the Cumberland County website: <https://www.cumberlandcounty.org/231/Hazard-Mitigation>. Excerpts from the 2022 Cumberland County Hazardous Mitigation Plan, specific to North Yarmouth, are located in Annex E.

D. Continuity of Operations Planning Elements:

Continuity of Operations planning (COOP) ensures the continuation of essential government services in the event of a disaster. A COOP plan ensures that there is an authorized line of succession with appropriate delegations of authority, that trained personnel can handle the workload, that there is a suitable alternate facility to work from, that vital records are secure and that communications can continue.

Elements of Continuity of Operations planning are written into the Town's finance and administrative policies. These help to inform the COOP plan found in Annex F, COOP Plan

a. Essential Functions: A service or a collection of services normally performed by a unit that must continue at a sufficient level without interruption or restart within given timeframes (within the first 30 days) after a disruption to the service. An example of these services are tax collection, employee payroll. The Town of North Yarmouth has worked hard to ensure that offices can still function outside of the town hall. In the event we could not operate out of the Town Hall, we could set up a remote/temporary office at Wescustogo Hall and Community Center. ION Networking handles the security of our computer systems and holds everything at a remote location. The remote location could be stood up within 8 hours of needing to relocate.

b. Orders Of Succession & Delegations Of Authority: Leadership during an emergency is key. It is equally important that those serving in leadership positions have the authority, in writing, to perform the duties necessary to respond to the emergency. Orders of succession ensure that an organization has identified key personnel to assume leadership positions in the event that regularly appointed personnel are unavailable, and that they have the appropriate authority to perform the functions. Persons identified in the orders of succession must be trained annually on their responsibilities, and shall participate in TT&E events. See Training Annex L for details.

Depending on the magnitude and severity, a major disaster could result in great loss of life and property, including the death or injury of key government officials, the partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

During the reconstruction period, law and order must be preserved and, so far as possible, government services must be maintained. This can best be done by civil government. To this end, it is particularly essential that the local units of government continue to function.

Government at all levels is responsible for providing continuity of effective leadership and authority, direction of emergency operations, and management of recovery. The Town Manager will ensure day-to-day government operations are carried out to the best of staff's ability. Key staff members in this process will be:

Town Manager	Fire Rescue Chief / EMA Director
Assistant Town Manager	Town Clerk
Public Works Director	Building Codes Officer

c. Communications and Information Systems: Availability, diversity, and redundancy of critical communications and information systems are critical to sustain critical functions regardless of where they are performed. Communications and information systems provide the connectivity among key government leadership, internal elements, other organizations, and the public to perform critical functions.

The Town of North Yarmouth contracts with ION networking to provide the town's cyber security and electronic record keeping. During initial and annual training employees are trained on cyber security and the agency requires password resets every 3 months. The Town of North Yarmouth has a Social Media policy that employees are familiarized with during initial and annual training. Department heads monitor the social media sites on a daily basis. See Annex F for further details.

d. Essential Records Management: Viable continuity programs include comprehensive processes for identification, protection, and accessibility of electronic and hardcopy essential records at primary, alternate, and devolution locations. Essential records may include documents, references, personnel records, and information systems.

Essential Record for the Town of North Yarmouth are backed up on a secure remote server through ION Networking. The Town of North Yarmouth recognizes the importance of having paper documents located in a secure location. North Yarmouth Town Hall provides a vault in the building that consists of non-combustible construction and maintains a dehumidifier to ensure climate control.

e. Alternate Locations: Alternate locations are where critical functions are continued or resumed, or where organizational command and control may occur during an emergency incident. Telework is a program that can provide critical support to the sustainment of critical functions.

In the event an alternate location is needed, the town will have the ability to set up at two locations to complete critical services and shall allow some employees the ability to work remotely from their residence. The two locations will be Wescustogo Hall and Community Center and the Fire Rescue Station. See Annex F for further details.

f. Human Resources: Organizations must identify leadership, staff, and functional support elements capable of relocating to alternate locations, remote operations, or devolving to sustain critical functions. During emergency activations, organizations will mobilize designated personnel as needed to sustain critical functions in accordance with their emergency plans and procedures.

Due to limited staff, emergency staffing for Town Hall will be the Town Manager, Assistant Town Manager (also serves as HR and Town Clerk), the clerk's office, the Building Codes Office and the Community Center Director. These personnel will be responsible for moving equipment, documents, and other things that may be required at the alternate locations. If Public Works staff is available, they may also be utilized to assist with this task. Once temporary offices are up and running, personnel may be allowed to work remotely as deemed appropriate by their function and town leadership.

Job Function	Name	Employee ID
Town Manager	Diane Barnes	017
Administrative Assistant	Karen Casale	
Asst. Town Manager / Town Clerk / Human Resources	Debbie Allen Grover	002
Asst. Town Clerk	Becky Jackman	018
Asst. Tax Collector	April Woodcock	013
Building Codes Officer	Ben Scipione	
Administrative Assistant	Casandra Bacon	016
Community Center Director	Jackie Hersey	
Custodial Staff	Mari Smith	079
Public Works Director	Clark Baston	103

g. Devolution: A planning concept that establishes procedures to transfer statutory authority and responsibilities from an organization's primary operating staff and facilities to other designated staff and facilities for the purpose of sustaining essential functions. Devolution may be temporary or may endure for an extended period.

The Town of North Yarmouth would work on mutual aid agreements with neighboring towns in the assistance of collecting excise taxes, vehicle registrations, and recreational vehicle registrations, as well as doing online transactions for vehicles, and dog licenses in the event this is needed. The

only item not included is collection of real estate taxes which is prohibited by State law. MOU Agreements are in the discussion phase.

E. Hazardous Materials (HAZMAT) Response:

Plan that reflects how the organization will respond to incidents involving hazardous materials, which are defined as substances that have the potential to harm a person or the environment upon contact. A Hazardous Materials (HAZMAT) Response team is comprised of hazardous material experts who specialize in detecting, containing, and removing any release or potential release of hazardous substances in order to control or stabilize an incident.

North Yarmouth Fire Rescue has the resources to isolate and contain a hazardous material spill. Any other response would include but not limit us to the Brunswick Hazmat Team, the Portland Hazmat Team, the South Portland Hazmat Team, and the Gray Decontamination Team. See Annex G for information on North Yarmouth's Hazmat response plan. As part of the response, we will also contact DEP as required.

F. Emerging Infectious Diseases (EID) Considerations:

Emerging infectious disease can be defined as infectious disease that have newly appeared in a population or have existed by are rapidly increasing in incidence or geographic range. This planning includes considerations related to changes in operations necessary because of the contagious nature of the infectious disease outbreak.

The Town of North Yarmouth has taken many proactive stances for emergency infectious diseases. We offer our fire rescue department, our public works department, and our custodial staff access to the hepatitis B vaccine. See Annex I for more information on North Yarmouth's Emerging Infectious Disease Plan.

G. Point of Distribution (POD) Planning:

A Point of Distribution (POD) is for establishing initial points where the general public will obtain life sustaining emergency relief supplies until such time as power is restored, retail establishments reopened, or fixed and mobile feeding sites (if any) and relief social service programs (if any) are in place. Point of Distribution plan will be located in Annex J. The Pod Site visit plan will be in section J with the operational plan

H. Reconstitution/Recovery:

Reconstitution embodies the ability of an organization to recover from an emergency activation, one that disrupts normal operations, so that the organization can return to its normal level of operations. Reconstitution is critical in that its focus is on ensuring the continued support of other organizational functions and the restoration of full normal operations. Since reconstitution begins at the start of an incident, organizations should identify a reconstitution team with leadership, staff, and resources dedicated and separate from existing emergency response team.

Due to limited staffing, the same staff that handles the crisis and possible relocation (including the EMA Director), will be the same staff who plan,

organize, and implement the relocation of town functions to repair or rebuilt town facilities. For further information see Annex K.

- A. **Test, Training, & Exercise (TT&E) Program**: TT&E events assess and validate emergency plans, policies, procedures, systems, and facilities. Initial and reoccurring training programs inform and familiarize leaders and staff with continuity plans and procedures. Exercise programs consisting of both planned and short/no-notice events improve an organization's preparedness posture and emphasize the value of integrating continuity functions into daily operations. The After-Action Review process is an essential component of any exercise program and helps to identify capability gaps and other challenges experienced during the event. Items identified during the review should be captured in the After-Action Report and Improvement Plan, which lists planned remedies to correct the deficiencies, and assigns a timeline for re-evaluation.

All town departments participate in annual training as required by the Maine Bureau of Labor Safety and the Mine Safety and Health Administration. See Annex L for TT&E program information.

VIII. Operational Phases and Implementation

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

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

- e. **Mitigation** - activities allow organizations to reduce loss of life and physical assets such as buildings and supplies that will lessen the overall effect of disaster on any organizations and the community.

IX. Roles and Responsibilities

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

- a. **Elected Officials (Municipality Manager and Board of Selectmen)**: serve the municipality by completing a variety of duties: preparing materials for council meetings, developing the annual budget, implementing financial reporting procedures, administering funds, liaising with the government and local entities, managing municipality assets, and hiring staff.
- b. **Department Heads**: Department managers are responsible for reviewing and approving their respective plans and ensuring that their organization's plan adequately reflects its current operational state. They are also responsible for promulgating this plan, and its guidance, to their personnel. Department managers are responsible for ensuring that their organization has developed, approved, and maintained their organization's plan and ensuring it is supportive to its parent organization's plan.
- c. **Local EMA Director**:
 - a. Develop, revise/update, and promulgate municipality's emergency operations planning documents, to include participation in the county hazard mitigation plan.
 - b. Coordination communication between local and county government organizations.
 - c. Identify/locate local resources to help with response and recovery efforts.
 - d. Coordinate with damage assessment teams
 - e. Coordinate municipal TT&E activities with County EMA.
- d. **County EMA**: The county organization responsible for ensuring county compliance with resilience and emergency policies and guidance. They are responsible for providing tools, templates, and TT&E activities to support the municipality's emergency management program.

X. Coordination Meetings (Internal & External)

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

Municipal Meetings

- a. Select Board meetings are held bi-weekly at Wescustogo Hall and Community center beginning at 19:00 hours. Topics typically discussed include approval of warrants, discussion and approval of various bids, reports from town officials, and public comment.
- b. The Budget Committee meets February through April to develop the draft operating budget for the town for the following fiscal year.
- c. The Planning Board typically meets monthly and covers site reviews and plan reviews.
- d. Annual Town Meetings are typically held in April/May/June to vote on municipal budgets and other town affairs such as ordinances, policies and procedures.

County Meetings

- a. County Emergency Management meetings are held on monthly basis. They usually include updates on county projects, grants, planning, and information on topical interests such as EIDs, seasonal influenza, or hazard mitigation guidance from FEMA. CCEMA tries to include guest speakers who are subject matter experts on various trending topics.
- b. The Cumberland County Emergency Management Agency (CCEMA) IMAT Team has 35 members. The team is primarily comprised of seasoned public safety officials, public sector and former military individuals and has demonstrated that it can train, exercise, equip and sustain this capability that meets monthly. The Cumberland County IMAT is a resource the Incident Commander can call upon to provide this assistance and enable the Incident Commander to accomplish the mission safely and effectively. The team is also capable of assisting communities with planning for large or protracted events that a community may be contemplating.

XI. Outreach Program Participation

The Town of North Yarmouth website <https://www.northyarmouth.org/> and Facebook pages (<https://www.facebook.com/northyarmouth.maine/> <https://www.facebook.com/Northyarmouthfirerescue>) carries information before, during, and after an emergency. The Town has an opt-in emergency email system so that those who sign up are provided with current information. The town uses local media (radio and television) and Code Red for emergency information that is time sensitive and or emergent.

The Fire Rescue Department has an annual open house every October during fire prevention week. The department completes many public outreach programs at the day

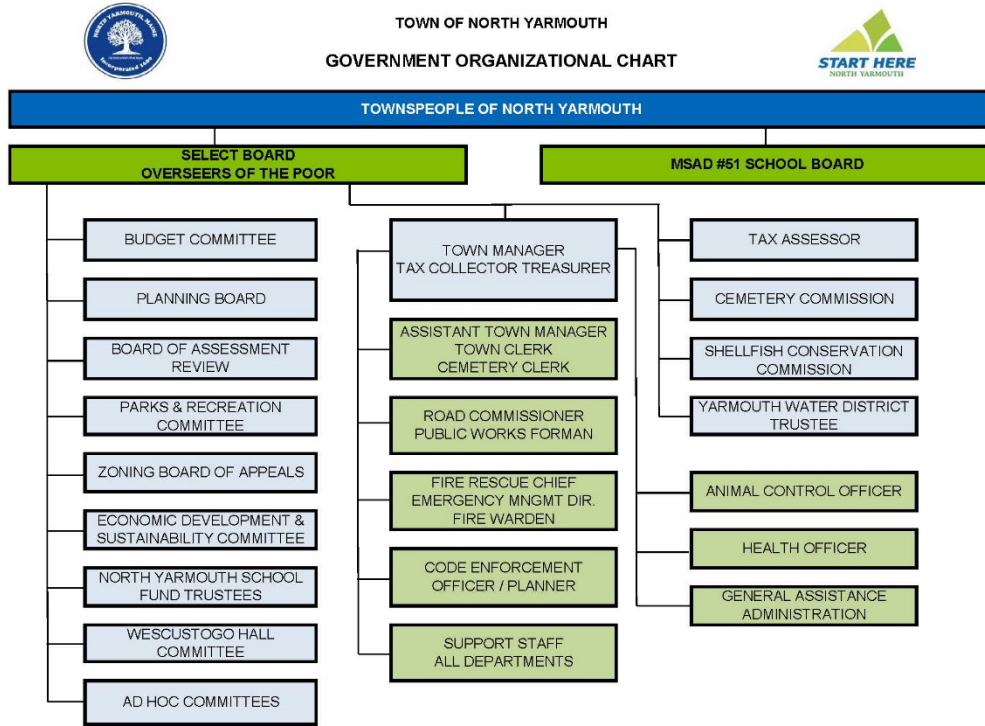
cares throughout the town. The department also participates in a variety of safety standby events throughout the year over the course of the year.

XII. Points of Contact

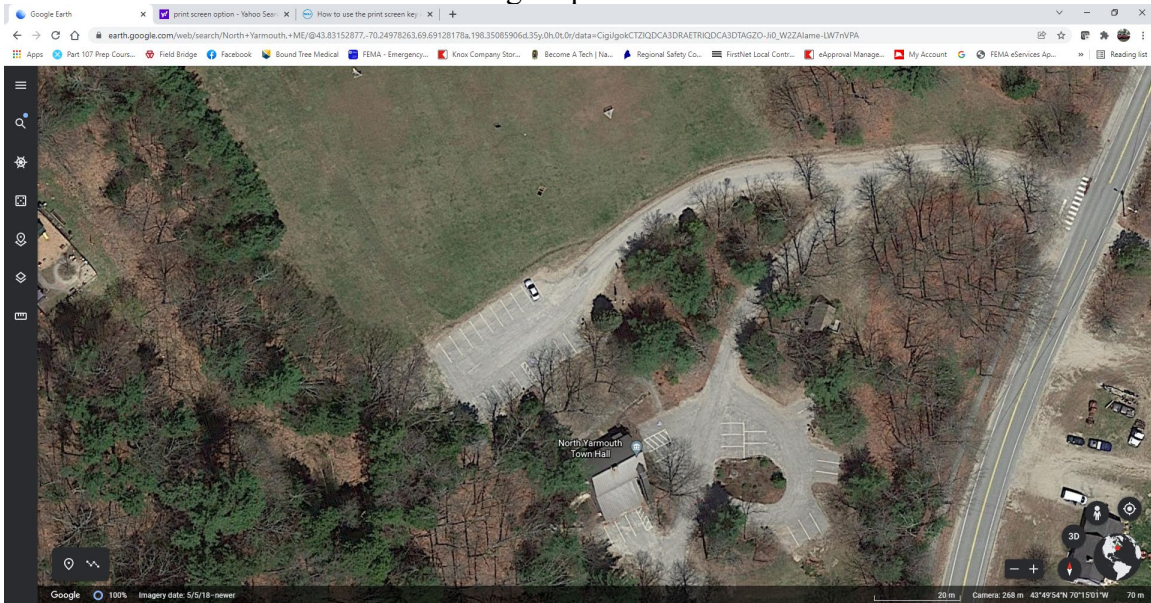
If there are any questions or requests regarding information contained within this Plan, please contact the Fire Rescue Chief / EMA Director/ Public Health Officer Gregory A Payson at 207-829-3025 or via email at firechief@northyarmouth.org. You may also contact Town Manager Diane Barnes at 207-829-3075 or email at dbarnes@northyarmouth.org

Annex A: Municipality Organization

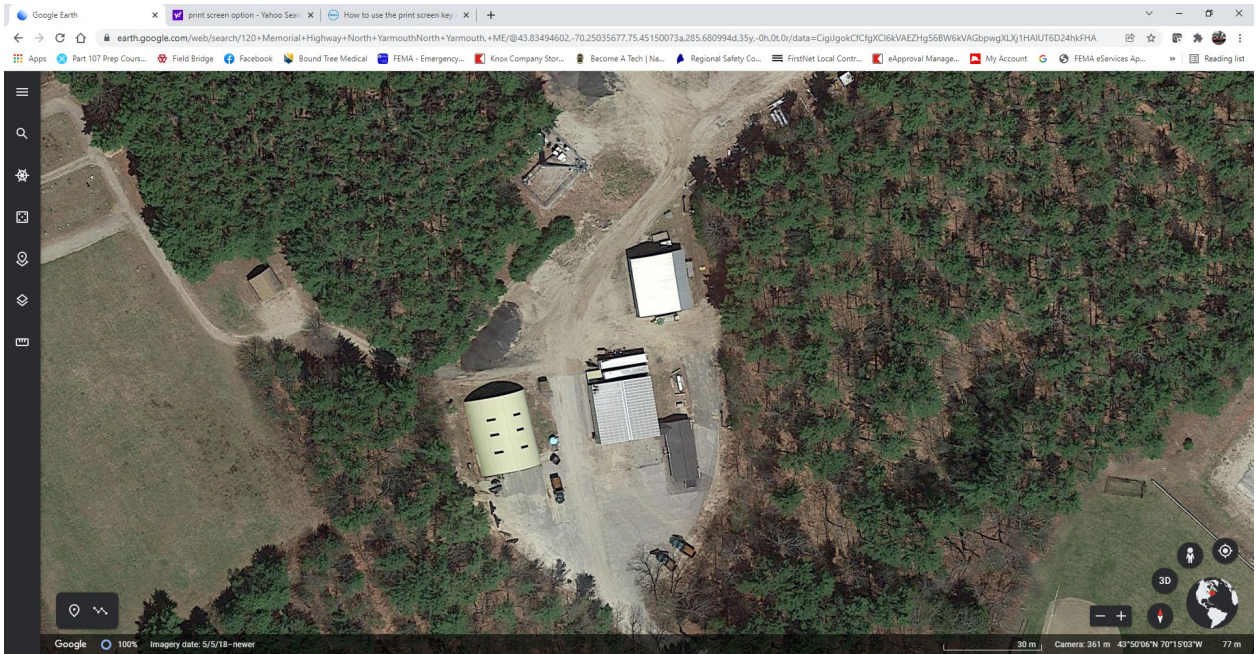
North Yarmouth Organizational Chart



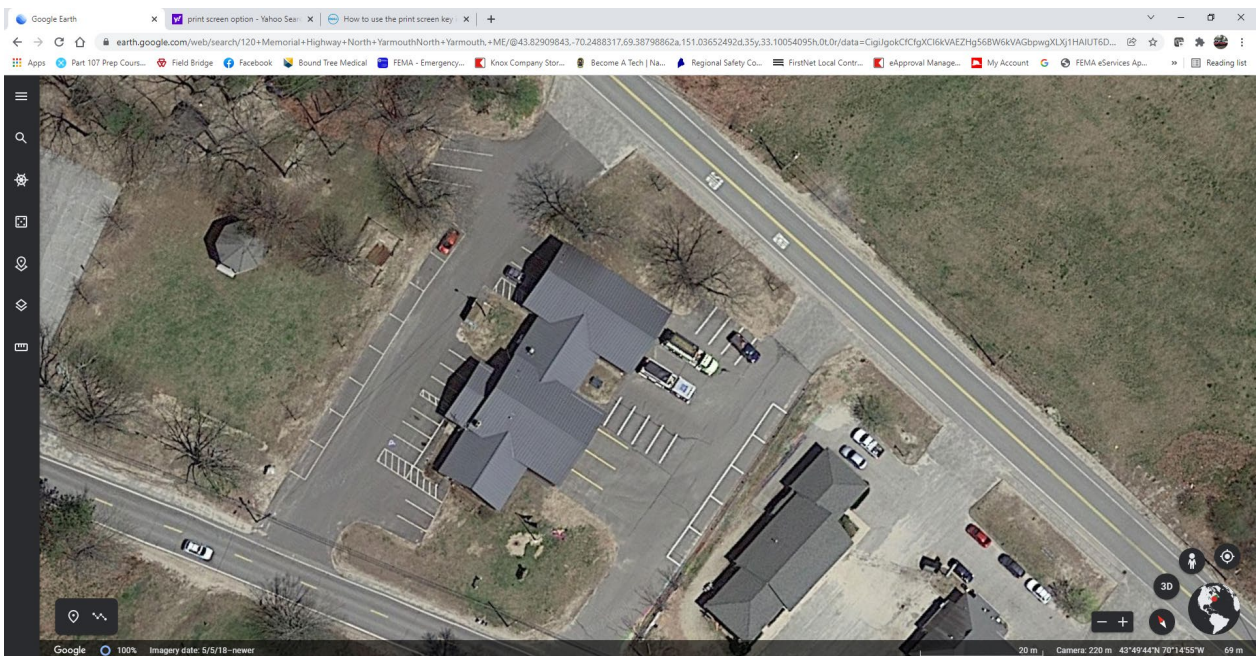
North Yarmouth Town Hall – 10 Village Square Rd



North Yarmouth Public Works – 19 Public Works Way



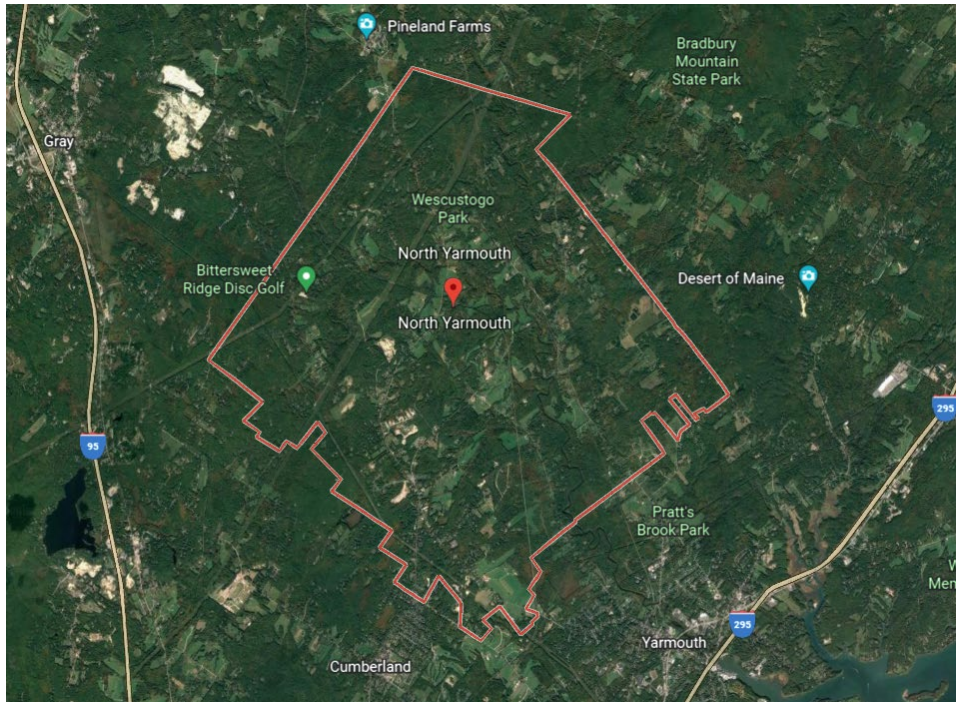
North Yarmouth Fire Rescue – 463 Walnut Hill Rd



Wescustogo Hall and Community Center – 120 Memorial Highway



Town of North Yarmouth Boundaries (Google Earth 2021)



Roles and Responsibilities:

- a) Select Board
 - a. Implement direction, coordination, and policy-making functions, as necessary, to provide for optimum protection of public health and safety before, during, and after a declared state of emergency.
 - b. Approve pre-planning, response goals, plans, and emergency accounting procedures.
 - c. Direct and coordinate response that overlaps departmental lines or requires decisions as to which department(s) will perform various functions.
 - d. Complete NIMS required training. (FEMA G-402 within 3 months of being sworn into office)
 - e. Complete FOAA required training. (Within 3 months of being sworn into office)
- b) Town Manager
 - a. Commit staff and resources of departments, in the absence of the department head, or it is beyond the scope of the authority of the department head.
 - f. Oversee public information regarding the disaster/emergency event and recovery operations.
 - g. Authorize special purchasing due to emergency conditions.
 - h. Authorize the release of emergency public information statements.
 - i. Complete NIMS required training. (NIMS 100, 700, G-402) within 3 months of being appointed.
 - j. Complete FOAA required training. Within 3 months of appointment.
- c) Fire Services (Fulltime Fire Rescue Chief, Per-Diem, and call staff)
 - a. Responsible for responding to incidents within the municipality, and to those locations that have established MAA, with the following types of services:
 - b. Fire suppression
 - c. Heavy rescue operations
 - d. Hazardous material incident response (operations level)
 - e. Emergency medical services – (transport service licensed at the basic and permitted to the paramedic level).
 - f. Search and rescue operations
 - g. Evacuation recommendations, notifying evacuation authorities, and assisting in the dissemination of evacuation notification.

- h. Fire code enforcement
- i. Explosive device evacuation and response in conjunction with the Maine State Police and the Cumberland County Sheriff Department.
- j. Complete NIMS required training – see appendix L

d) Public Works

Responsible for responding to incidents within the municipality, and to those locations that have established MAA, with the following types of services:

- a) Coordination of restoring public facilities, roads, and bridges
- b) Damage assessment for infrastructure and public facilities
- c) Debris and snow clearance on roads and streets
- d) Providing equipment, supplies, and personnel as needed
- e) Supporting traffic control measures – providing signage, detours and barricades
- f) Safety inspections – roads and bridges
- g) NIMS Training is required by the town. (NIMS 100, 700)

e) Law Enforcement (Non-Contract with Cumberland County Sheriff's Office and the Maine State Police)

The Sheriff's deputies, paid through county taxes, responds to calls for assistance and responds to alarms.

The Maine State Police is paid through State funds, responds to calls for assistance for high profile crimes and traffic accidents on State Highway's.

They are also responsible for responding to incidents within the municipality with the following types of services:

- a) Maintenance of law and order
- b) Crowd, traffic, and restricted area control
- c) Coordinate evacuations
- d) Identify local emergency evacuation routes from high hazard areas.
- e) Security measures, including protection of vital facilities
- f) Assist in notification and warning of general public
- g) Assist with initial impact assessment
- h) Coordinate security for the damaged areas, vital facilities, equipment, staging areas, and shelter operations
- i) Explosive device identification, mitigation, and response.

- h) Providing equipment, supplies, and personnel as needed
- i) Supporting traffic control measures – providing signage, detours and barricades
- j) Safety inspections – roads and bridges

Annex B: Operational Phases and Implementation

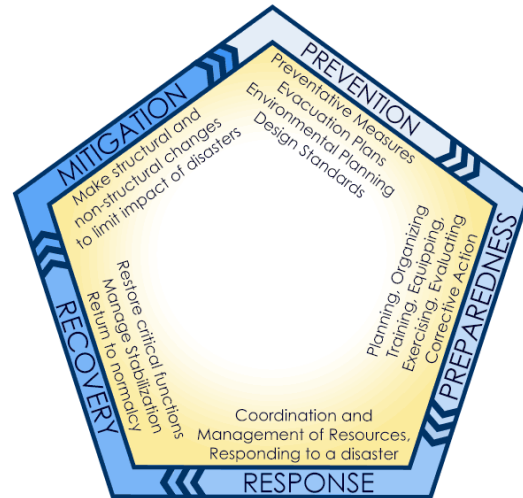
Five Phases of Emergency Management

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

A. Prevention

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

- Staff at the Town of North Yarmouth receives continuous trainings throughout the year to help better prepare members for emergency responses. Training programs are specific for hazards expected to be seen by all departments.



B. Mitigation

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

Mitigation is perhaps the most important phase of emergency management and is generally the most cost effective. Mitigation involves taking proactive efforts, both long and short-term, to minimize potential effects upon life and property in order to create a safer environment that will result in fewer casualties and lower response costs. This may also include taking actions to strengthen facilities, abate nearby hazards, and reduce the potential damage to either structures or their contents.

The responsibility for hazard mitigation lies with private property owners, business and industry, and local, state and federal governments. It is impossible to predict exactly when and where disasters will occur or to the extent to which they will impact an area; but with careful planning and collaboration among public agencies, stakeholders and citizens, it is possible to minimize losses that disasters can cause.

The Town of North Yarmouth participate in annual mitigation planning with Cumberland County EMA. The planning board, building codes office, the public works director and the fire rescue chief reviews all new projects and developments proposed to ensure they follow town ordinances and national standards.

C. Preparedness

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

The preparedness phase involves taking steps to proactively plan for development of operational capabilities needed in order to respond to a disaster. Toward this end, this plan includes the development of Standard Operating Procedures (SOPs) and checklists detailing personnel assignments, policies, notification procedures, and resource lists. Personnel should be acquainted with these SOPs and checklists and periodically should be trained in activation and execution.

Throughout the year, the Fire Rescue Department publishes information on variety issues such as heat emergencies, cold emergencies, ice safety, road closures, flooding, and other special hazards. The Fire Rescue Department engages in community functions such: smoke and CO detector checks for any resident requesting the service. We will provide smoke and CO detectors to any resident in need. The fire rescue department completes annual fire prevention details to include but are not limited to EMS week and fire prevention week education, station tours, and visiting our local day care centers. The Fire Rescue Department conducts CPR/First Aid/AED training to the public and offers AEDs to the businesses in the town at a discounted rate in partnership with Lifesavers Inc. The Town of North Yarmouth sends a bi-weekly email to all residents that subscribe to the service about on-going events or happenings in the town. The town shares important information on the Town of North Yarmouth's web site about events happening in and around the community in conjunction with the town's public access channel (1301). The town also shares information on our social media sites to include but are not limited to: Facebook, Twitter, Vimeo, and Instagram. The town of North Yarmouth encourages all employees to be certified in CPR/AED use through the Fire Rescue Department. North Yarmouth Public Works has two (2) AEDs in their vehicles to assist with any needs while out in the public. All town facilities are supplied with AEDs to assist when and if needed during events at their facility.

D. Response

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

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

Pre-Impact: Recognition of the approach of a potential disaster where actions are taken to save lives and protect property. Warning systems may be activated, and resources may be mobilized, EOCs may be activated, and evacuation may begin.

Immediate Impact: Emphasis is placed on saving lives, controlling the situation, and minimizing the effects of the disaster. Incident Command Posts, DOCs and EOCs may be activated, and emergency instructions may be issued.

Sustained: As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Response support facilities may be established. The resource requirements continually change to meet the needs of the incident.

This EOP hereby establishes in the following priorities for emergency services response:

- Preserve the life, health and safety of all citizens;
- Protect public and private property;
- Restore order to the community;
- Safeguard the environment;
- Ensure cost recovery

The key to response comes down to standard operating guidelines, pre-planning, training, and implementation. All town wide and mutual aid trainings are set up to assist with any responses that we have in helping to ensure a successful outcome.

See Annex D for further details.

E. Recovery

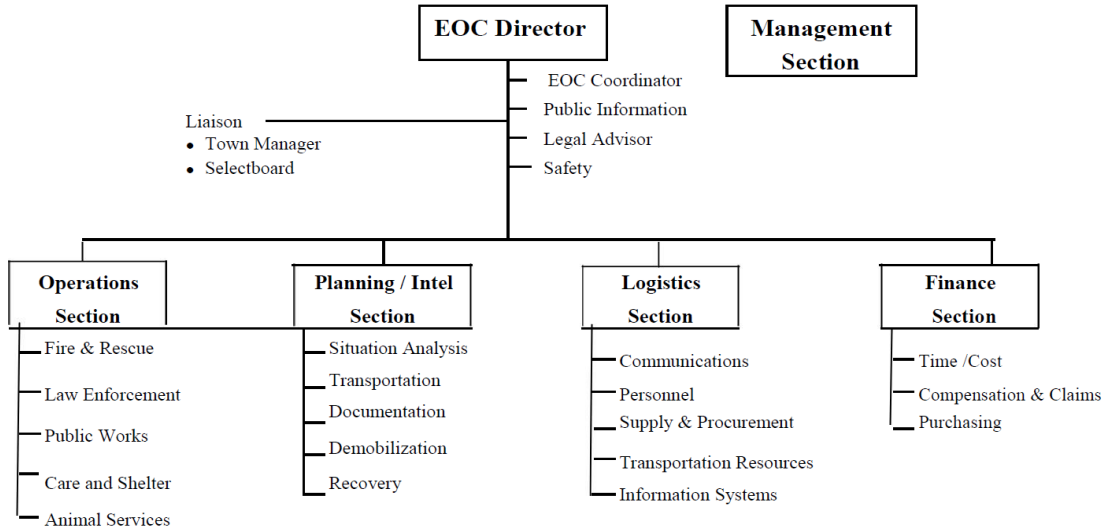
Actions taken to return a community to normal or near-normal conditions, including the restoration of basic services and the repair of physical, social and economic damages. Typical recovery actions include debris cleanup, financial assistance to individuals and governments, rebuilding of roads, bridges,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

Recovery is taking all actions necessary to restore the area to pre-event conditions or better, if possible. Therefore, mitigation for future hazards plays an important part in the recovery phase for emergencies. There is no clear time separation between response and recovery. In fact, planning for recovery should be a part of the response phase.

Municipality Response Structure (to include Roles & Responsibilities)

Command and control of an all-hazard event is a critical function that demands a codified framework for the preparation and execution of plans and orders. Emergency response organizations at all levels of government manage command and control activities somewhat differently depending on the organization's history, the complexity of the crisis, and their capabilities and resources. Management of response actions must

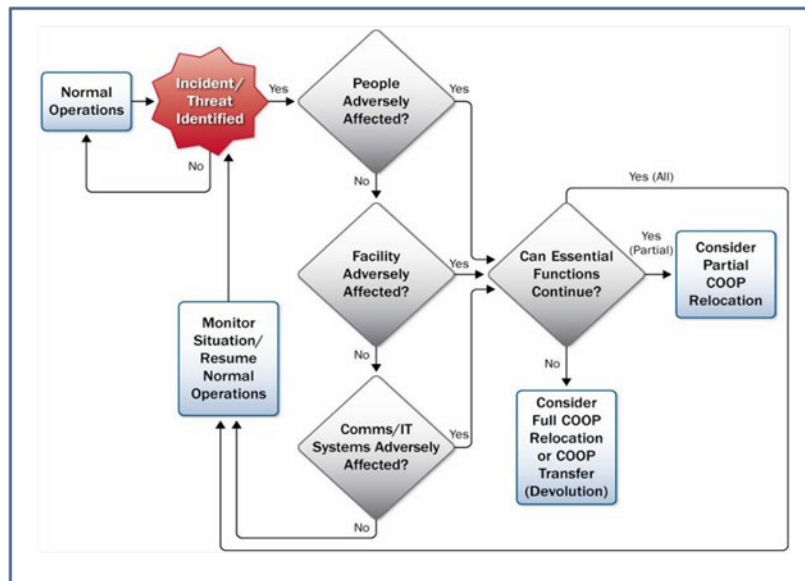
therefore reflect an inherent flexibility in order to effectively address the entire spectrum of capabilities and resources. The structure can be seen in the figure below.



Activation Decision Process

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

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



Activation Levels and Triggers

For any emergency, there are a number of factors that determine the level of response required to manage the incident. Each of those levels requires activation and deactivation triggers. The table below details the municipality's anticipated activation levels and triggers.

Level	Trigger	Response
1	An incident or event that affects the town but does not require outside resources beyond the ordinary (includes mutual aid)	<ol style="list-style-type: none"> 1. The appropriate department responds (North Yarmouth Fire/EMS, Public Works, Cumberland County Sheriff's Office, Maine State Police) 2. Mutual aid is called in if necessary
2	An incident that requires County resources such as a Hazmat spill	<ol style="list-style-type: none"> 1. Immediate response by appropriate local department(s) 2. EMA Director opens EOC operations and activates the EOP. 3. Request for assistance through CCEMA – MEMA - FEMA
3	An incident that is widespread resulting in multiple municipalities being affected, eliminating the possibility of mutual aid	<ol style="list-style-type: none"> 1. Immediate response by appropriate local department(s) 2. EMA Director opens EOC operations and activates the EOP 3. Request for assistance through CCEMA – MEMA - FEMA 4. Select Board declares local disaster 5. Recovery planning begins

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

- The municipality facility, or a portion of it, cannot accommodate normal business activities because of an unfavorable event such as structural or mechanical failure, fire, or minor explosion. In this case, partial relocation will be considered based on the situation.
- The municipality facility and surrounding areas temporarily cannot accommodate normal business activities due to an unfavorable event not originating there such as a nearby building collapse, air or water contamination, or loss of electrical power. In this scenario, partial continuity of operations relocation may occur.

- The region is closed to normal business activities due to a widespread utility failure, terrorism, natural disaster, significant hazardous material incident, or civil disturbance. Under this scenario, there may be uncertainty of additional events such as secondary explosions, aftershocks, or cascading utility failures. In this scenario, full relocation may occur.
- The municipality facility and personnel are unavailable to perform critical functions because of an extreme natural disaster, weapons of mass destruction crisis, or other similar catastrophic event. Under this scenario, relocation or devolution of functions may occur.

The activation process includes the following activities:

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

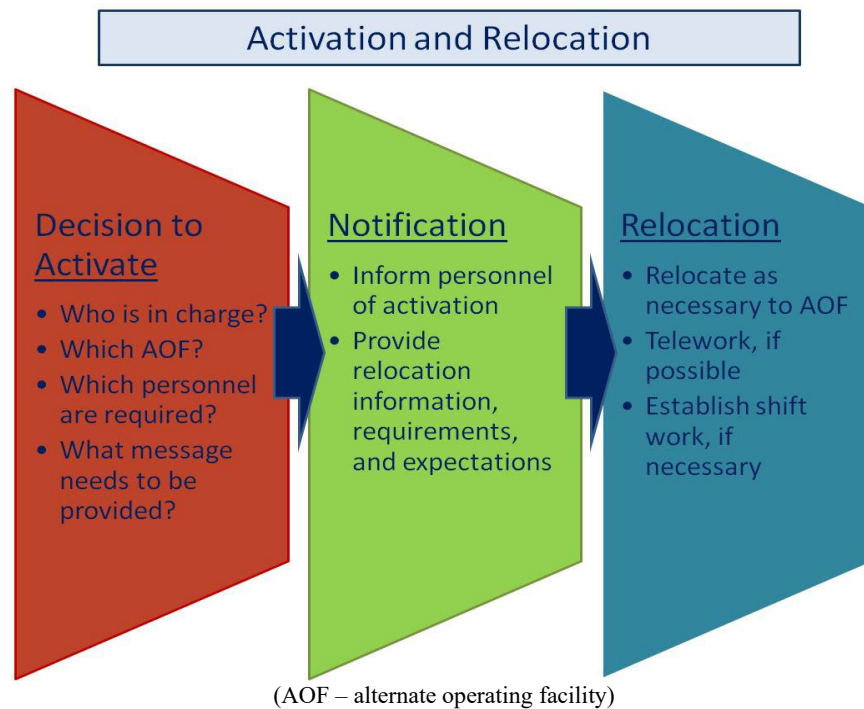
Implementation Options

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

- **Continuity Relocation:** When a primary operating facility becomes unavailable to support operations, municipality office personnel will relocate to a predetermined alternate work location. Examples of relocation scenarios would be significant flooding, power disruption, contamination events at a facility, or a threat or attack that renders the primary operating facility unsafe for occupancy.
 - North Yarmouth's relocation facilities include the Fire Rescue Station, Town Hall, Public Works, and/or Wescustogo Hall and Community Center as based on the situation
- **Devolution.** Devolution is the capability to transfer statutory authority and responsibility for critical functions from the primary staff and facilities to predetermined staff and facilities that are capable of sustaining the operational capability for an extended period.

- **Social Distancing:** Infrastructure and facilities are generally viable and can support operations, however, in some scenarios, social distancing may be required. In order to minimize contact, only very limited numbers of personnel are required to report to work (generally by splitting staff before in-person and remote work). Protective measures and limited contact (social distancing) are imposed on the workforce. Personnel are encouraged to use telework as much as possible to perform their functions.
 - Key North Yarmouth employees have the ability to work remotely when a need for social distancing or isolation is required. We also have the ability to set up zoom meetings and phone conferencing as needed.

Figure A-8. Activation and Relocation



Notification Process

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

Notification of Municipal Leadership:

- The Fire Rescue Chief / EMA Director shall notify the Town Manager. Once notified the Town Manager shall notify the Select board via telephone or email regarding the situation. The Town Manager also receives all incident alerts from the Fire Rescue Department as dispatched through IAMRESPONDING. This is to give the Town Manager situational awareness of emergency events happening in the community.

Notification of Staff:

- Full-Time Staff: The Town Manager shall notify all Departments Heads of the situation and what needs to take place. The Department heads shall then notify the staff under the situation and direct further operations as required.
- On Call and Per-Diem Staff: The Fire Rescue Chief shall notify all call and per-diem staff via IAMRESPONDING alerts, phone calls, or email. If more staff is required to assist with the incident, an alert page shall be issued through both our dispatch services and an alert page through IAMRESPONDING.

Notification of External Authorities:

- The Fire Rescue Chief / EMA Director shall notify the Cumberland County Sheriff Office, The Maine State Police, and Cumberland County EMA regarding the situation in town and what action may need to be taken.

Notification of Partners:

- The Fire Rescue Chief / EMA Director and/or Town Manager shall notify MSAD 51, regarding the situation in town and what action may need to be taken.
- North Yarmouth will use the ICS Form 213RR to request the following resources from Cumberland County EMA if necessary: IMAT, CCART, MRC, the County Shelter Trailer or other County resources. The same process will be used if resources are being requested from the Maine Emergency Management Agency.

Notification of Suppliers:

Suppliers will be notified by phone of the situation in town and direct them to alternate routes into town if it is safe to do so by the Department Head who uses said supplier.

Notification of Community:

The Fire Rescue Chief / EMA Director or Assistant Town manager will notify the community by using Media (TV and Radio, Town Website, social media, and other Mass Communication methods as detailed below.

Public Notification

- Website-List info under the Urgent banner, and email it out to subscription list
- Facebook-Post on the Community Page
- Code Red
- Post notices around town
- Radio Contact local radio stations:
 1. 107.5 Frank FM 207-797-0780
 2. 94.9 WHOM 207-774-6364
 3. 94.3 WCYY 207-774-6364
 4. 99.9 The Wolf 207-797-0780
 5. Q97.9 207-774-6364
- Television
 1. WMTW Channel 8 207-248-6397
 2. WGME Channel 13 207-797-1313
 3. WCSH Channel 6 207-828-6666
 4. WPXT Channel 51 (Fox) 207-774-0051

Relocation Process

If the decision to relocate is made, pre-identified personnel will immediately deploy to the alternate location to assume the performance of critical functions. Personnel who are not part of that roster will be directed to return to their home until further instructions are given.

Departure of Relocation Personnel

During duty hours with or without warning:

1. Pre-identified personnel will depart for the alternate facility, which is located at Wescustogo Hall and Community Center, Town Hall, Fire Rescue Station, or Public Works depending on the situation and which department needs to be relocated.
2. Notification will be made to the following parties:
 - CCEMA
 - Municipal officials
 - State Agencies
3. Personnel not deploying will receive instructions to proceed to their homes, or other safe locations, and await further instructions.

During Non-Duty Hours With or Without Warning

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

Situation Reports

Situation reports provide information regarding the emergency event and response. Organizations develop situation reports to provide situational awareness to allow leaders to make informed decisions on issues concerning the performance of the municipality's critical functions. The reports are then distributed to outside organizations, with appropriate need-to-know, to inform them of the status of the municipality's response.

Annex C: Risk Management

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

Types of Risk *(not all-inclusive)*

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

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

Risk Assessment Approach

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

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

Cumberland County conducts a countywide Threat and Hazard Identification and Risk Analysis (THIRA), the Cumberland County THIRA plan is currently under construction and will be posted once completed.

The Cumberland County THIRA is used by North Yarmouth and will maintained by the Fire Rescue Chief / EMA Director, Town Manager, and CCEMA, both in hardcopy and electronically, and are review and/or updated at least biennially.

Results of the assessment are used to correct deficiencies and reduce risks. Results also assist in operational and resilience planning, training, and exercising. North Yarmouth considers the following hazards to be the most likely threats to the community, as determined by the Fire Rescue Chief / EMA Director and the Town Manager after considering the Cumberland County Threat and Hazard Risk Assessment and the Cumberland County Hazard Mitigation Plan.

Event	Priority	Primary Threat
Severe summer weather	1	Flooding which causes erosion and run-off pollution of waterways
Severe winter weather	2	Power losses with resulting cascading effects on residents' homes and health

Hazardous materials spill	3	Exposure of responders and residents, pollution of waterways. Of primary concern is Sebago Lake
Cyber attacks	4	Inability to access town records
Domestic/international terrorism	5	Community Center, camps, and farms as targets.

Weather risks are covered in the natural hazard mitigation plan written by CCEMA. This is covered in more detail in Annex E of this Plan. Hazardous Material spills are covered in the Hazmat Response Annex G. Domestic terrorism will be assessed collectively between North Yarmouth Emergency Services and the required law enforcement agencies. North Yarmouth does contract for IT services with ION Networking for our cyber security.

Some situations may occur with ample warning time while others such as a transportation accident may occur with little or no warning.

Time frames for any operation in emergency phases depends on the situation. The timely delivery of services in any situation is determined by the type of disaster and the amount of human or property damage. The availability of appropriate response, personnel, and equipment may vary on an hourly, daily or seasonal basis due to the extensive use of part-time, Per-Diem, and paid-per-call responders, as well as outside agencies such as the Cumberland County Sheriff's Office and the Maine State Police

It is therefore in the best interest of the citizens to be as self-sufficient as possible. North Yarmouth provides preparedness information throughout the year. As the municipality grows, its goal is to maintain that objective until such time as fiscal responsibility allows expansion of public services.

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

Annex D: Response Options

Organizational Response Options

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

- a. **Shelter-in-Place.** Sheltering-in-place means staying inside whatever building you happen to be in at the time of an emergency or, if you are outside, going into an undamaged building nearby and staying there for a period that may last hours to several days.
 - a. North Yarmouth would use Shelter in Place for events such as, but not limited to, a tornado, severe summer storm, weather emergencies and hazardous material spills with the direction of the Hazmat response team.
- b. **Evacuation.** Evacuation is the urgent immediate egress or escape of people away from an area that contains an imminent threat, an ongoing threat to lives or property.
 - a. North Yarmouth would use evacuation as an option for events such as but not limited to a building fire, a hazardous material spill at the direction of the Hazmat response team, armed intruder, and flooding.
- c. **Relocation (Continuity of Operations).** The transfer of operations from its primary location to another pre-determined location. Relocation utilizes the day-to-day staff, just working from a different location.
 - a. Relocation may be used as an option when there is a full or partial destruction of the Town Office, Public Works, Fire Rescue, Wescustogo Hall and Community center or any other town structure. Other options to relocation may be based on but not limited to possible roof collapse from winter storms, fire/wildfire, hazmat incidents, and power outages.
- d. **Devolution.** The transfer of operations from a primary location to another pre-determined location. Devolution utilizes completely separate staff from day-to-day personnel, which often means there is a degradation in performance.
 - a. An incident or event where all or most of the Town Hall staff are incapacitated or rendered unable to attend to their duties or if the infrastructure is damaged to the point of rendering it unable to handle the essential functions of the Town

For more information regarding how these options would be implemented, please refer to Appendix-B

Deployable Teams/Packages, and how they might be used

- Incident Management Assistance Team: In the event of a large-scale incident, the Fire Rescue Chief / EMA Director will contact CCEMA to request assistance of the IMAT Team. The Cumberland County Emergency Management Agency's Incident Management Assistance Team's (IMAT) mission is to provide municipalities with Incident Command System (ICS) Command and General Staff assistance to manage large scale (multi-jurisdictional) or long duration (24 hours plus) incidents. These incidents include natural and human-caused events such as floods, fires, hurricanes, tornadoes, aircraft crashes, Hazardous Materials (HazMat) releases, Weapons of Mass Destruction (WMD)/Terrorism attacks, etc.

- Cumberland County Animal Response Team: In the event of a large-scale incident, the Fire Rescue Chief / EMA Director will contact CCEMA to request assistance of the Cumberland County Animal Response Team (CCART) Team. Under the direction of the Emergency Management Director, the CCART team can be mobilized to provide pet friendly emergency sheltering in coordination with the American Red Cross human shelters. The pet shelter will be located within walking distance of the American Red Cross human shelter. In the event of an emergency, you will be notified via television, radio, and Maine 2-1-1, which is Maine's new emergency information hotline. You will be advised where the pet-friendly co-shelters are located.

- Medical Response Corp: In the event of a large-scale incident, the Fire Rescue Chief / EMA Director will contact CCEMA to request assistance of the Medical Response Corp (MRC). MRC volunteers supplement existing local emergency and public health resources; volunteers include medical and public health professionals and other non-medical community members who fill vital support positions. Each MRC unit is organized and trained to address a wide range of all-hazards challenges from public health education to disaster response. As of August 2013, more than 980 MRC units and 270,000 volunteers existed nationwide. Each unit varies in size and functionality. Some MRC units are housed within local health departments (LHDs), universities, or emergency management agencies— other MRC units have organized as their own standing 501(c)3 organization. For more information about the MRC, please visit www.medicalreservecorps.gov.

MRC four core missions are:

- Support of the MeCDC Strategic National Stockpile, Mass Dispensing –Points of Dispensing System (PODS)
- Support of community-wide routine immunization efforts
- A Functional Assessment Services Team to support the CCEMA Regional Disaster Sheltering Initiative along with partnering with the ARC to support certain additional regional disaster sheltering needs.
- Alternate Care Sites to include supporting hospitals and a Federal Medical Station Deployment, with staffing needs

- Shelter-in-a-Box: In the event of a large-scale and a shelter is required to be stood up, the incident the Fire Rescue Chief / EMA Director will contact CCEMA to request assistance of the shelter in a box trailer. The purpose of the trailer will assist the community with initial set up to include but not limited to basic shelter supplies (cots, blankets, pillows, basic toiletry kits, first aid kit, etc.) for 120 people. This equipment will also include a towable trailer, to facilitate the transport and safe storage of the basic shelter supplies to the community requesting the items.
- Amateur Radio: In the event of a large-scale and communication with the Cumberland County Regional Dispatch center becomes an issue the Fire Rescue Chief / EMA Director will contact CCEMA to request assistance from the Amateur Radio Team. Amateur radio (ham radio) is a hobby and service in which licensed participants operate communications equipment. In a time of disaster when communications channels fail, ham radio operators assist with emergency communications efforts and work with public service agencies. There are more than 2000 amateur radio clubs across the country and 2,000,000 operators worldwide. The Wireless Society of Southern Maine is a valuable communication partner to CCEMA.

Annex E: Hazard Mitigation Plan

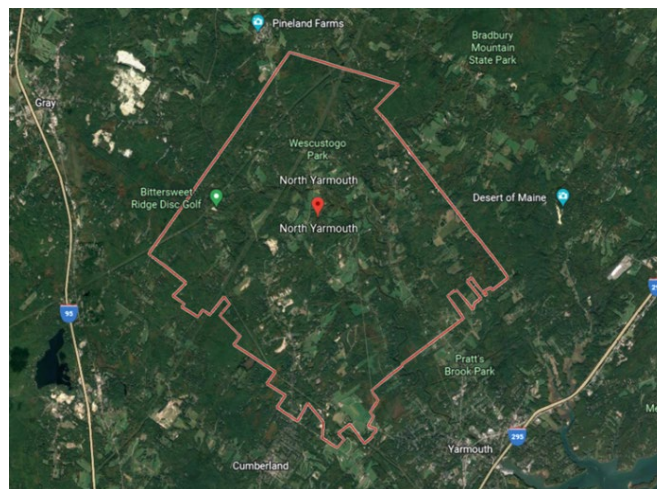
North Yarmouth's Hazard Mitigation Plan is part of the Cumberland County Mitigation Plan. This is updated every five years, per FEMA requirement. As part of the planning process for the updates, North Yarmouth provides information on the status of previous mitigation projects, adds any new projects that are being considered in the next five years, and participates in the planning meetings/information calls with CCEMA. Once the Mitigation plan is approved by FEMA, the North Yarmouth Select Board gives its approval to the plan.

The following information is from the 2022 Cumberland County Hazard Mitigation Plan.

The Town of North Yarmouth has an estimated population of 4079. State Roads 9, 115, and 231 transect the town. The Royal River and Chandler Brook run through the town.

Pineland Farms is a 5,000-acre working farm, business campus, and educational and recreational venue that attracts visitors year-round. Chandler Brook Preserve, owned by the Town, provides hiking and equestrian trails and paddling on Chandler Brook.

Parts of town that are most susceptible to flooding include part of Walnut Hill Road because of the steep topography, and West Pownal Road at the crossing of the East Branch of Chandler Brook, shown in the flood map below.



North Yarmouth	1) West Pownal Rd; Continue to monitor erosion at site (elevation of road would cost \$2 million). Site monitoring will continue in order to collect more information and determine the best approach to mitigating the hazard.	Due to the cost of raising the roadway and building a large bridge, the town is evaluating this need on a yearly basis. The flooding causes a road closure for about a day each time it floods. If the flooding increases in the area, we will take a closer look at costs associated with raising the roadway and building a new bridge.	43.52,22 70.12.52	- UNK	Long Term	Road Commissioner	Revised from 2012 Plan	Greg Payson Firechief@northyarmouth.org
	2) 45-75 Sweetser Road	The Town is currently working with the US Fish and Wildlife Agency to ensure specifications are followed to ensure the proper travel of fish in the stream. This project is expected looked at sometime is 2021.	43.-59". 70.14'23"	- UNK	Short Term	Road Commissioner	New	Greg Payson Firechief@northyarmouth.org
	3) 438 Walnut Hill Road	The town is currently working with the property owner and a contractor on what is causing the water drainage issue. There is a development being proposed on the property behind 438 Walnut Hill Road. We are trying to bring all parties together to bring a solution to the issues.	43-49'-29" -70-14'-53	N/A	Short Term	Road Commissioner	New	Greg Payson Firechief@northyarmouth.org
	4) 494 Walnut Hill Road	Maine DOT has completed some repairs to the roadway this year. North Yarmouth Public Works is monitoring to see if other work needs to be completed.	43-49'-50" -70-15'-04"	N/A	Long Term	Road Commissioner	New	Greg Payson Firechief@northyarmouth.org

Annex F: Continuity of Operations Plan

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

Department	Function	Position Responsible	Time function must restart
Administration	Public communication	Town Manager	Immediate
Administration	Direction and Resource Mgt.	Town Manager	Immediate
Administration	Approval of financial expenses	Town Manager	Immediate
Administration	Maintain damage reports	Assistant Town Manager, Fire Rescue Chief/EMA Director Public Works Director	Immediate
Town Office	Answer phones, communications	Town Clerks' Office	Immediate
Public Works	Emergency road repairs	Public Works Director	Immediate
Public Works	Vehicle servicing	Public Works Director	Immediate for breakdowns
Public Works and Fire Rescue	Initial Disaster Assessment	Public Works Director, Fire Rescue Chief / EMA Director	Throughout the event and immediately after event
Fire Rescue	Evacuation	Fire Rescue Chief / EMA Director	Immediate
Fire Rescue	Firefighting	Fire Rescue Chief / EMA Director	Immediate
Fire Rescue	Emergency medical services	Fire Rescue Chief / EMA Director	Immediate
EMA	Open Shelter	Fire Rescue Chief / EMA Director – Community Center Director	As soon as safety allows

Other functions, which must be rapidly restored, include:

Town Clerk	Accounts Payable	Admin Assist	Within one week
Town Clerk	Payroll	Town Clerk	Within one week
Town Clerk	Vital Document Filing Includes: Registrations, tax collection etc.	Town Clerk	Within one week

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

For North Yarmouth, here are the continuity implementation procedures:

- Determine how long building will be untenable. The Fire Rescue Chief / EMA Director/ Public Health Officer in conjunction with the building codes officer (a structural engineer if required) will make this determination.
- Determine whether functions of organization should be delayed until reoccupation is permitted, or if services should be provided from another location. The Town Manager shall make this determination
- If services are to be provided from another location, determination must be made on where that location will be, and what resources are needed to become operational. The Town Manager shall make this determination in conjunction with the town clerk’s office
- Once operational, notifications must be made to municipal leadership, staff, partners, and general populace about new operating location. The Town Manager shall make these notifications with assistance of the Assistant Town Manager.

If an event requires the relocation of town functions, staff shall follow the relocation process as laid out in Annex B.

Orders of Succession and Delegations of Authority

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

Orders of succession are a formal and sequential listing of positions (rather than specific names of individuals) that identify who is authorized to assume a particular leadership or management role under specific circumstances.

Order of Succession for Manager
Town Manager
Assistant Town Manager
Interim Town Manager as appointed by the Select board

Order of Succession for Fire Rescue Chief/EMA Director
Fire Rescue Chief / EMA Director (501)
Assistant Chief (502)
Captain (503, 504)
Lieutenant (505, 506, 507, 508)

Order of Succession Public Works Director
Public Works Director
Lead Foreman

Order of Succession Community Center Director
Community Center Director
As Appointed by the Town Manager

Order of Succession Building Codes Officer
Building Codes Officer
Previous agreement set up with the Town of New Gloucester to fill temporarily

Essential Records Management

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

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

Essential Records Categories include the following:

1. **Emergency Operating Records:** Records and electronic information systems essential to the continued functioning or the reconstitution of an organization during and after a continuity activation. Examples of these types of records are emergency plans and directives, orders of succession, delegations of authority, staffing assignments, and related policy or procedural records. These records provide an organization's personnel with the guidance they need to continue and resume normal operations.
 - Form 7
 - ICS

2. **Legal and Financial Rights Records:** Records that are critical to carrying out an organization's essential legal and financial functions. These records are vital to the protection of the legal and financial rights of individuals who are directly affected by that organization's activities. These records include those with such value that their loss would significantly impair the execution of essential organization functions to the detriment of the legal or financial rights and entitlements of the organization and the affected individual(s). Examples of these records are accounts receivable files, contracting and acquisition files, official personnel records, Social Security, payroll, retirement, insurance records, and property management and inventory records. Legal and financial rights records considered critical for continued performance of essential functions should be included in the Emergency Operating Records and accessible at all potential operating locations.
- Treasurer warrants: these can be retrieved from computer backups, current stored on the 3rd floor at town hall.
 - Tax records: can be retrieved by computer back-up
 - Tax Maps: stored on codes computer and can be retrieved via computer backup.
 - Vital Records are in the State of Maine archives and can be accessed via computer.
 - Town Meeting Minutes: Meetings to date are located on the Towns Website The older records are in a fire-resistant room at town hall
 - Contracts- In a hard book and backed-up on a computer.
 - Vehicle registrations, Recreational vehicle and regular vehicle registrations and licenses are computer generated; therefore, the State has copies.
 - Code Enforcement Files-In the process of backing -up all files. Hard copies are in a filing cabinet in the code's office
 - Personnel Files: current files are kept in a fireproof safe, while in active employees are in a fire-resistant room – No backup documents.
 - Payroll Documents: Payroll documents are stored on a computer with computer back-up
 - GA Files-Historical documents are located on the 3rd floor storage area. Current files are held by Opportunity Alliance as a contracted service.

In the event there is a need to access hardcopies of essential records while operating at an alternate facility, the Fire Rescue Chief / EMA Director will evaluate the property that was relocated to ensure staff can safely re-enter the facility. If the building is safe to enter, staff will assist with finding the required materials and relocate them to the operating facility. If the files are on stored on a computer, they will be accessed via the

server remotely. All Department Heads can access back-up documents and their computer from an alternate site.

Communications and Information Management

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

Department	Basic Connectivity							Mobile/In-Transit		Additional Capabilities				
	Phone/Fax		Data Network, Email, and Scanning		Conference		Alt							
	Telephone	Facsimile	Wired Internet Access	Wireless Network Access	Telephone Conferencing	Video Conferencing	Amateur Radio Network	Mobile Telephone	CB Radio	Government Emergency Telecommunications Service	Wireless Priority Service	Telecommunications Service Priority	Physically Diverse Data Networks	Emergency Power
Town Office	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y	Y	Y
FD/EMS	Y	Y	Y	Y	N	Y	N	Y	N	N	Y	Y	Y	Y
PWD	Y	Y	Y	Y	N	Y	N	Y	N	N	N	N	Y	Y
WH&CC	Y	Y	Y	Y	N	Y	N	N	N	N	N	N	Y	Y

Communications Capabilities:

- Telephone and Facsimile
 - Telephone – Consolidated Communications
 - Facsimile – Consolidated Communications
- Data Networks, Email, and Scanning
 - Wired Internet Access – Spectrum
 - Wireless Internet Access – For building access we use Spectrum with a net gear modem – Fire Rescue and Town Hall both use AT&T First Net for vehicles and emergency internet access with Nighthawk Routers. These units have unlimited data usage.
- Conferencing
 - Telephone conferencing – Only Town Office has video conferencing capabilities
 - Video Conferencing – The Town uses Zoom and Microsoft Teams for video conferencing
- In-Transit Communications
 - Mobile Telephone – All Department heads are allotted a stipend for cell phone service. The Fire Rescue Department uses AT&T First Net for cell services.
- Additional Capabilities
 - Physically Diverse Data Networks – The Town of North Yarmouth contracts with ION Networking to maintain the town server and back-ups to the cloud. We also use other cloud-based services such as Emergency Reporting for Fire Reporting,
 - Emergency Power – All town facilities have stand-by generators in the case of a power outage. The units are service annually and have service contract on them. All units are tested on a weekly basis.

Annex G: Hazardous Materials (HAZMAT) Response Plan

North Yarmouth Fire Rescue responds at the Awareness Level with many members being trained to both the operations and technician level. Based on the location of an incident in town, the town will rely on the expertise and response from one of the following HAZMAT teams: the Portland HAZMAT team, South Portland HAZMAT Team, and/or the Brunswick HAZMAT team. The Town will also request the DECON team from Gray Fire Rescue in conjunction with one of the response teams. Maine DEP will be contacted on all HAZMAT incidents as required by law. If the incident is near a body of water, the National Response Center shall be called. Notification shall also be made to the Yarmouth Water District.

North Yarmouth would make the following phone calls:

DEP 1-800-482-0777 (before 5:00pm)

MEMA 1-800-452-8735 (before 5:00pm)

MAINE STATE POLICE 1-800-452-4664 (After 5:00pm to reach DEP and MEMA)

COUNTY SHERIFF'S OFFICE 207-893-2810

CUMBERLAND COUNTY EMA – 207-892-6785 (before 4:00pm) 207-893-2810 (After 4:00pm)

NATIONAL RESPONSE CENTER 1-800-424-8802

YARMOUTH WATER DISTRICT 207-846-6421

Form AR-1 Hazardous Materials Incident Initial Notification lists the information that North Yarmouth will provide to these organizations.

Annex H: Mass Care Considerations

MASS CARE SHELTERING

CONCEPT OF OPERATIONS

It may be necessary to provide a shelter for Town residents and visitors. The Town may choose to open Warming Centers to provide a warm place for residents to go to during the day and to acquire food, water and take a shower. The Town is currently working on a plan with Cumberland County EMA to stand up overnight sheltering if needed during an event.

If the Town activates a Warming Center, it will be located at Wescustogo Hall and Community Center and may operate concurrently as a Regional Overnight Evacuation Shelter once a policy is in place.

If the Town has activated a Warming Center, the Fire Rescue Chief / EMA Director shall assign a Mass Care Officer to supervise operations in the facility. Consideration should go to a local community organization to request staffing for a shelter management team. The Mass Care Officer reports to the Town EOC. Actions must be taken to register people reporting into the Town Warming Center.

If the Town has activated a Warming Center and the County EOC has activated the Wescustogo Hall and Community Center as a Regional Overnight Evacuation Shelter, the Fire Rescue Chief / EMA Director will coordinate with the Town Manager to decide on the best way to have the shelter operations managed.

The Fire Rescue Chief EMA Director shall determine if there are any residents who do not have a place to stay the night and, coordinate with the Mass Care Officer and Cumberland County EMA for the best suitable location. Most people will stay with relatives or friends, instead of in an overnight shelter.

Food, water, and sanitation supplies may be needed for the Warming Center. The Fire Rescue Chief / EMA Director may request the Cumberland County Shelter in a Box trailer from Cumberland County EMA if needed.

The shelter will be managed following the practices as set out by the American Red Cross Management Models. The Shelter may or may not receive support from the American Red Cross as based upon needs, damage to the entire region, and staffing.

ADMINISTRATION AND LOGISTICS

The Mass Care Officer shall keep the Fire Rescue Chief / EMA Director informed of the status of the Warming Center. The Fire Rescue Chief / EMA Director shall keep the Town Manager and the County EOC informed of the status of the shelter. The Town Manager shall inform the Select board of any and all updates.

Complete records of expenditures and operations are given to the Town EOC. If the town operates a Warming Center, the Town may shoulder all the costs. If a President

Declaration is made, FEMA and the State may reimburse the Town at the guidance given upon the declaration.

ARC Shelter Terms

Center - A “Center” is a place that provides comfort, food, water, and information without sleeping services. Centers are typically open only during the day but are sometimes opened at night while situations are assessed to determine sheltering needs. Centers are entered into the National Sheltering System (NSS) while they are open, but population is not recorded. Below are three types of centers:

Cooling Center - A cooling center is a center that is set up in response to a warm weather event that rises to the level of a disaster. If sleeping accommodations are provided for clients, the cooling center is transitioned to a shelter

Evacuation Center - An evacuation center is a center that is set up to provide a safe haven during an evacuation, large storm, or “pre-notice” incident. If sleeping accommodations are provided for clients, the evacuation center is transitioned to an evacuation shelter.

Warming Center - A warming center is a center that is set up in response to a cold weather event that rises to the level of a disaster. If sleeping accommodations are provided for clients, the warming center is transitioned to a shelter.

Mass Care - The term “mass care” refers to a wide range of humanitarian activities that provide life-sustaining support to individuals and families who are temporarily displaced or otherwise impacted by a disaster or emergency that disrupts their ability to provide for their basic needs. Mass care services begin as soon as a disaster is imminent or occur and continue through the recovery phase. In general, mass care services include sheltering, feeding, distribution of emergency supplies, reunification, health and mental health services, and spiritual care.

Health and Medical Services

It shall be the responsibility of the individual at a shelter to bring his or her medications that may be required throughout the stay at the shelter. The town will not be responsible for any medication on the site. In the event that EMS services are required, North Yarmouth Fire Rescue provides a transporting service and is licensed at the Basic level and permitted to respond to the paramedic level. If North Yarmouth Fire Rescue is tied up, EMS services may be requested through Automatic Mutual Aid agreements with other agencies.

Hospitals within 25 miles of North Yarmouth with Emergency Room Capabilities are as follows:

- Maine Medical Center - (Trauma Center) Portland
- Mercy Hospital - Portland
- St. Mary’s Hospital - Lewiston
- Central Maine Medical Center - Lewiston
- Midcoast Hospital - Brunswick

Pet Sheltering

The Town of North Yarmouth maintains a limited capability to shelter pets in close proximity to shelters. This capability is largely limited by the number of trailers, crates and volunteer staff needed to staff trailers. The Town of North Yarmouth works to develop and maintain memorandums of understanding with volunteer organizations to staff trailers and, thus, expand pet sheltering capacity. When shelters are activated, the Fire Rescue Chief / EMA Director shall notify Cumberland County EMA of a potential need for assistance from the Cumberland County Animal Response Team. The Fire Rescue Chief / EMA Director shall also make notification to the towns Animal Control Officer for any possible assistance.

Special Circumstances

Two circumstances almost routinely occur during shelter operations: the arrival of unaccompanied minors and registered offenders. When unaccompanied minors arrive at a shelter, shelter managers are advised to direct them to a safe location with adult supervision, until a parent, guardian or child welfare agency can assume custody. When a registered offender arrives, shelter operators need to determine the requirements placed on the person and seek law enforcement assistance if necessary. In some cases, when a registered offender is prohibited from being at a school or around minors, shelter managers may need to arrange for them an alternate form of shelter. In both cases, when additional assistance is needed, the shelter representative in the EOC can provide support.

Annex I: Emerging Infectious Disease Considerations

In following with the Maine CDC's recommendation for requiring face coverings in public settings in counties of high to moderate exposure, the Town of North Yarmouth establishes the following policy for all indoor public spaces to provide for a safe and healthy environment for all North Yarmouth residents, visitors, volunteers, municipal officials, and employees. The Fire Rescue Chief / EMA Director and the Town Manager will provide periodic updates on any relevant information from the Maine CDC to the Select Board and recommend any future changes to this policy.

I. Face Covering Requirements

- A. Cloth face coverings/masks are required by anyone, vaccinated or unvaccinated, in any town facility. The following also applies:
 - 1. All attendees of public meetings, as well as elected or appointed officials on all town boards and committees, are required to wear face coverings.
 - 2. Face coverings/masks are not required for outside events.

II. Ventilation and Social Distancing

- A. When weather conditions allow, windows and/or doors shall be open to the extent possible to allow outside air to ventilate workspaces, meeting rooms, or any common public location where large groups are in attendance.
- B. Physical distancing, as defined by the Maine Centers for Disease and Control (CDC), applies to any town indoor facility. All public meetings and events will have seating separated at three (3) feet and all attendees, public officials, and employees are required to wear a face covering/mask at all times while seated.

III. Indoor Town Facilities

- A. Town Office: 8:00 AM – 5:00 PM, Tuesday – Thursday; 8:00 AM – 6:00 PM, Monday.
 - a. Town Meeting Room: All ad hoc committees and standing committees may continue their meetings in the Town Meeting Room. Any committee looking to meet at the Wescustogo Hall & North Yarmouth Community Center, in addition to informing town staff of the meeting at the Town Office, MUST also schedule space for the meeting with the Community Center

Director. The Economic Development & Sustainability Committee, Budget Committee, Select Board, and Planning Board, for broadcasting reasons, must meet in the Wescustogo Hall. Face masks/coverings are required.

- B. Code Enforcement Office: Monday – Thursday; 8:00 AM – 5:00 PM. Face masks/coverings required.
- C. Public Works Office: 6:00 AM – 4:30 PM. Face masks/coverings required.
- D. Fire Rescue Chief’s Office: 8:00 AM – 4:00 PM. Face masks/coverings required.
 - a. Historical Society Office: 8:00 AM – 4:00 PM, Monday – Friday (Members); scheduled hours public: 9:00 AM – 12:00 PM on the first Saturday of each month.
 - b. The Fire Rescue Chief may deny entry into the space based on Fire Rescue department activities
 - c. Use of the Fire Rescue Station must be made by request to the Fire Rescue Chief twenty-four (24) hours in advance.
- E. Community Center: Face masks/coverings required.

iv. If an Employee Has Signs and Symptoms, or Has Had an Exposure

The Town of North Yarmouth is working closely with the Maine CDC when and if an exposure occurs to ensure the best possible outcome for the town and those effected.

- A. Employees shall stay home and notify their supervisor when sick
- B. Each Town Facility shall have a room or space where the employee can be isolated until transferred to home or a health care facility and provide a facemask, if available and tolerated.
- C. All personnel who have come in contact with an ill person exhibiting signs of the emerging disease shall be notified of their possible exposure and work as required by the Americans with Disabilities Act (ADA).
- D. If an employee is diagnosed with, or been exposed to the emerging disease, the employee shall follow the guidelines as set out by the Maine CDC.

- E. All Full-time Employees shall be permitted to use sick time and vacation time to complete the required quarantine. If the employee can work remotely, the employee may be asked to do so.

- F. All town appointed boards and committees shall follow this guidance to ensure public safety

v. Select Board Review & Amendments

The Select Board shall review this policy at the first regular meeting of each month during the declared emergency. Any and all amendments require a majority vote of the Select Board.

Annex J: Point of Distribution (CPoD) Structure

Under Development

MOU with the Church of Later Day Saints

Community Assignments

1. Introduction

a. Purpose

The purpose of the Commodity Point of Distribution (CPOD) Guide is to describe the operational process to establish, facilitate, and demobilize a CPOD site in the Town of North Yarmouth, as needed during an incident.

b. Scope

A CPOD is a site where North Yarmouth community members can pick-up supplies to support basic needs during and after an incident, as well as during other times when the town may want to distribute resources directly to community members, businesses, or other segments of the community. Supplies distributed during or after an incident may include things like shelf-stable food, potable water, or other supplies to meet basic needs.

2. Situation Overview

a. Incident Conditions and Hazards

A significant natural, human-caused, or technological incident may have the capacity to disrupt supply chains and/or the ability of community members to locate and acquire needed supplies, including food and potable water.

Incidents such as severe storms, an earthquake, or a landslide may cause significant physical damage to transportation infrastructure that would prevent commodities from entering the North Yarmouth community. Similar incidents may also cause direct damage to water infrastructure, preventing community members from accessing potable water in their homes.

Community members may feel the need to stock up on certain items in anticipation of or as a reaction to an incident, causing a local or more widespread commodity shortage. Severe winter weather or windstorms may prompt community members to purchase large quantities of goods, causing regional shortages. The threat of a pandemic or public health incident may also prompt similar behavior. This mass purchasing can lead to a shortage of supplies in the community.

3. Assumptions

Assumptions that apply to CPOD operations include, but are not limited to:

- Needed supplies may include commodities such as shelf-stable food, potable water, fuel or gasoline, or other commodities as determined at the time of the incident.
- Local resources for commodities may be exhausted following an incident and there may not be enough resources for private and/or public demand.
- There may be a delay between recognizing the community need for a CPOD and the ability of the town to acquire needed commodities to distribute to the community.
- The town may need to open more than one CPOD to accommodate community need.
- Potential CPOD sites may be determined in advance, but during or after an incident may not be safe locations for commodity distribution.
- The population that may require support includes Town of North Yarmouth residents, visitors, commuters, business owners and employees, school staff and students, and town employees.

4. Roles and Responsibilities

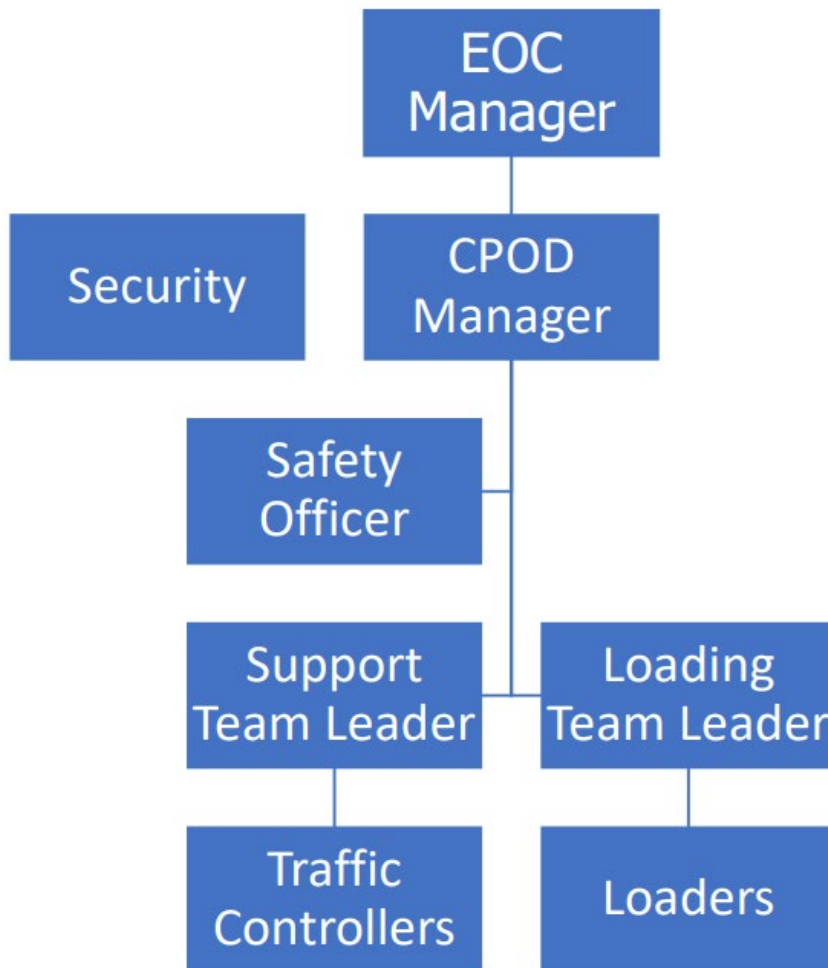


Figure 1 - CPOD Organizational Chart

- CPOD Manager**-The CPOD Manager has overall responsibility for the operations of a Commodity Point of Distribution.

- Operates the site and manages staff.
 - Coordinate CPOD status and needs with the EOC.
 - Tracks supply use and volume, needs of the public, and reports daily to the EOC.
 - Monitors supplies and inventory.
 - Completes, tracks, and stores CPOD paperwork.
- b. **Security**-Security staff supports security for staff, volunteers, and the public.
- Oversees security operations inside and outside of the CPOD.
 - Provides protection to staff and the public and otherwise deters potential criminal activity.
 - Coordinates with law enforcement personnel.

c. Safety Officer

The Safety Officer is responsible for maintaining site and worker safety during operations. Duties include:

- Monitors CPOD worker safety including encouraging safe lifting practices, wearing appropriate personal protective equipment (PPE) which may include vests, work gloves, hard hats, etc.; encourages workers to take breaks and stay hydrated; and delivers the safety briefing to oncoming workers during each shift.
- Monitors the CPOD site for any environmental hazards and reports concerns to the CPOD Manager.
- Completes the Daily Site Hazard Assessment Form.
- Completes an Accident Form, as needed.

d. Loading Team

Loading Team Leader

The Loading Team Leader supervises the delivery of supplies into vehicles, including:

- Monitoring loading points and loading team so that supplies are delivered in a safe and efficient manner.
- Track supply distribution on the Supply Tracking Form and update the CPOD Manager of supply or inventory issues.

Loaders

Loaders are responsible for loading supplies into vehicles.

- Loaders place materials into the vehicle.
- One Loader should be available to speak to the driver, who remains in the vehicle.
- Loaders should rotate positions, so workers get a chance to rest from loading supplies and speaking to drivers.

e. Support Team**Support Team Leader**

The Support Team Leader supervises the flow of traffic into, through, and out of the CPOD site.

Traffic Controllers

Traffic controllers direct the flow of traffic:

- Place signage directing the public to the CPOD site and signage providing instruction to drivers.
- Direct the public through the CPOD site, including stopping vehicles before they enter the loading area until the Loading Team is ready.

5. Concept of Operations**a. General**

The CPOD is intended to distribute basic emergency supplies to the public during an incident. These supplies may include food, water, PPE, sheltering supplies, or other goods as determined by the EOC.

The CPOD location and hours of operation will be determined by the EOC.

The town of North Yarmouth is responsible for acquiring supplies to distribute to the public from designated regional supply centers or FEMA-operated regional warehouses, as well as for supplies needed for CPOD operations.

The CPOD Manager or their designee will deliver an orientation to oncoming CPOD staff, which will include the Safety Briefing.

The CPOD will utilize just-in-time training to train CPOD workers on their positions, roles, and responsibilities.

The CPOD Manager will contact the EOC if additional support is needed for the CPOD.

The same number of supplies will be given to each vehicle. The number of supplies to be distributed will be determined by the EOC, if activated.

Vehicles form a single line to enter the CPOD. Vehicles enter the Vehicle Line of the CPOD, and stop adjacent to the next open Loading Point. The Loading Points are arranged in the Loading Line, and are where supplies are kept to be distributed directly to vehicles. Once the vehicles in the Vehicle Line are stopped, the Loading Team will place supplies from the

Loading Line directly into the vehicle. Once all vehicles have received supplies and all Loading Team Members are clear of the Vehicle Line, the Traffic Control team will direct vehicles to exit the CPOD. Once those vehicles are clear, new vehicles are directed to enter the CPOD and the process begins again. Supplies are delivered to the CPOD in the Supply Line, where they can be categorized, counted, and sorted into the Loading Line (Figure 2).

For the safety of staff and the public, all vehicles will come to a complete stop before staff begins loading supplies into vehicles. If one of the Loading Points is empty after the loading process has begun, new vehicles are not allowed to enter the CPOD until all vehicles already in the CPOD have exited safely.

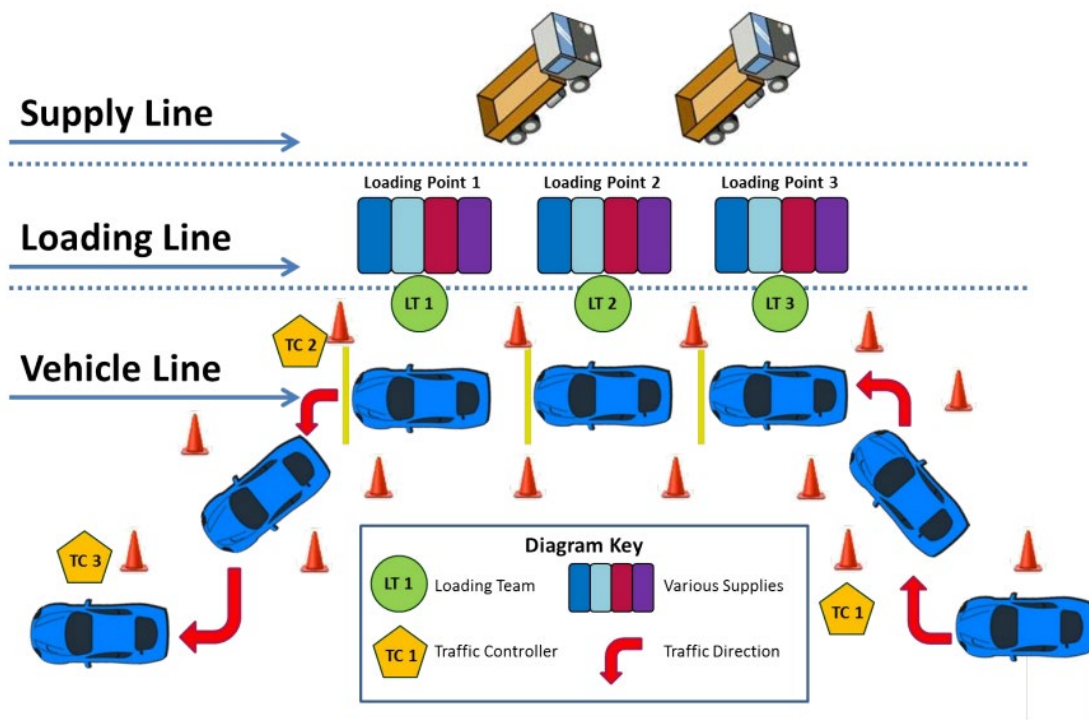


Figure 2 – CPOD Site Setup Diagram

b. Setting Up the CPOD Site

Step 1. Determine entry and exit routes.

Place signage at entry, exit, and along nearby roadways to direct traffic to, through, and out of the CPOD.

Place information signs at CPOD entry and along the vehicle path. These signs should inform drivers of the process, including that they should stay in their vehicle, roll down windows, and unlock doors for supplies to be loaded. Unless otherwise directed by the driver, supplies will be loaded into the trunk of the vehicle.

Do not place signage more than 30 minutes before CPOD is scheduled to open.

Step 2. Place traffic cones.

Place traffic cones to mark vehicle line and loading areas.

Placing a flag in cones at the loading points helps inform drivers of where to stop.

Step 3. Designate area for supply storage and delivery

Allow space in the Supply Line for vehicles or trucks to deliver additional supplies to the site without interrupting the public traffic flow, if possible.

Arrange extra supplies so they can be easily transferred into the Loading Line for the Loaders to grab and put into vehicles.

Step 4. Set up loading points

Arrange distribution supplies in a manner that is easy to grab and load into vehicles.

Assign Loaders to each loading point, including someone to interact with the driver and others to load supplies into the vehicle.

The Loading Team Leader oversees operation of the Loaders and tracks supply levels and restock needs.

Step 5. Staff Area

Set up an area for CPOD staff to rest and take breaks. This area should have adequate shelter from weather (protection from rain, shade from heat, heaters for warmth, etc.).

c. Opening the CPOD**Step 1.** Assemble CPOD staff.

All staff must sign in and out on the Daily Activity Report form.

Staff should arrive at least half an hour before the CPOD is scheduled to open. Staff who are assisting with site set up should arrive at least an hour before the CPOD is scheduled to open.

Provide a safety briefing to staff at the beginning of each shift

Verify staff roles and supervisors of each.

Step 2. Complete the Setting Up the CPOD Checklist

The CPOD Manager should make sure each step of this checklist is completed prior to opening the CPOD to the public.

d. CPOD Operations

Step 1. Traffic Controller (TC) 1 waves in vehicles into the designated route.

Step 2. TC 2 is positioned at the entrance to the Vehicle Line, where all vehicles entering the Vehicle Line can see them. TC 2 signals the vehicles to stop in each loading point.

Step 3. Once all vehicles in the Vehicle Line have come to a complete stop, the loaders may begin loading supplies into the vehicle. Supplies should typically be placed in the trunk of the vehicle unless the driver requests something else. One loader should be available to talk to the driver to tell them to stay in their vehicle, unlock their trunk, and

answer any quick questions.

Step 4. Once the Loaders load the supplies into each vehicle, they step out of the Vehicle Line and raise their hands into the air to signal that they are clear.

Step 5. TC 2 verifies that all Loaders are clear of the Vehicle Line, and then directs the vehicles to exit the CPOD.

Step 6. If needed, TC 3 is positioned at the CPOD exit to help vehicles reenter traffic. TC 3 can also count vehicles, if needed.

Step 7. Once all vehicles have cleared the CPOD site, TC 1 can direct more vehicles to enter.

Step 8. The next set of vehicles enters the Vehicle Line and the process repeats.

e. Closing the CPOD Site

End of Operational Period

Step 1. Inform any public who had to be turned away (either due to lack of supplies or arriving after CPOD site is closed) when and where the next CPOD will be open. Post signage indicating when and where the next CPOD will be open. If that information is not known, post signage indicating how the public can get updates and information.

Step 2. If supplies can be pre-staged for easy set up the next operational period, do so.

Step 3. Secure CPOD supplies if there will not be staff present.

Step 4. Inform the OEM or EOC of any logistical needs, including site-support, restocking supplies, or similar concerns.

Step 5. Remove signage directing public to the CPOD. If possible, place a sign that informs the public when and where the CPOD will re-open.

Step 6. File all forms for that operational period into the filing box.

Demobilizing the CPOD

Step 1. Record and note all damage to equipment, host facility, and any notable incident, accidents, or injuries that occurred at the CPOD.

Step 2. Return all documentation to the OEM or EOC Planning Section for records retention.

Step 3. Return CPOD Kit materials to container, report any items that need to be replaced to the OEM.

f. Resources

CPOD Staffing

Staffing requirements will depend on the size and nature of both the incident and the CPOD.

17 staff members are able to support a minimally staffed CPOD with three loading sites to accommodate up to 3 vehicles at a time. If the

commodities are lightweight or fairly minimal, only two loading team members may be necessary per loading site.

Position Staff Needed Notes

Safety Officer 1

Security 1

Additional Support may be needed Support Team (1 Leader, 3 Tm Members)

Loading Team (1 Leader, 9 Tm Members)

Total 17

g. CPOD Supplies

CPOD Kit

Most CPOD supplies can be stored and maintained in CPOD kits. These kits can be maintained on-site at CPOD locations, but should be stored in such a way that they can be transported to other potential CPOD sites as needed. Some kit items may need to be kept separately from the container to save space.

Item	Qty Needed
Storage Container (96 Gallon Wheeled Container)	1
Work Gloves	18
Duct Tape	4
Safety Vests	18
First Aid Kit	1
Traffic Cones (w/ reflective tape)	30
Stop/Slow Paddle Sign	2
File Box	1
Hearing Protection (Disposable Earplugs) (50 count)	1
Safety Glasses	18
Storage Clipboards	3
Safety Flag (4pack)	2
Whistle w/ lanyard	6

Commodity Distribution

Site Survey

Church of Jesus Christ of Latter-day Saints

Site Survey: 7/15/2019



C-POD Layout Key

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

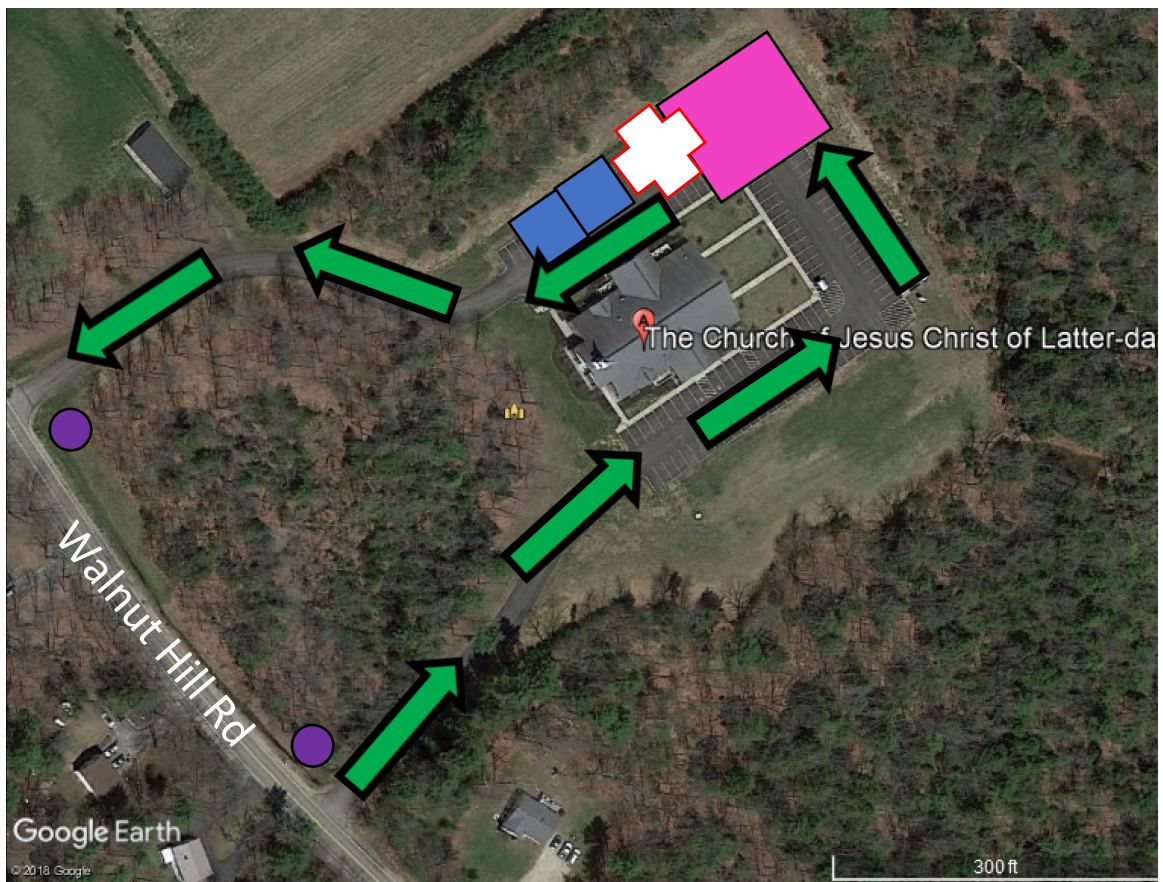
Figure 1: Entrance of Church of Jesus Christ of Latter-day Saints



Figure 2: Exit of Church of Jesus Christ of Latter-day Saints



Figure 3: C-POD Layout Church of Latter-day Saints



Site Assessment Tool

General

Date of assessment	07/15/19
Site name	Church of Jesus Christ of Latter-day Saints
Name of site owner/manager	Church of Jesus Christ of Latter-day Saints
Street address	247 Walnut Hill Road, North Yarmouth, ME 04097
Latitude	43°49'03.02" N
Longitude	70°14'20.07 W
Name of facility representatives present for assessment	N/A
Name of emergency managers present for assessment	Ron Jones
Name of other representatives present for assessment	Greg Payson, EMA Director North Yarmouth
County	Cumberland
Police department jurisdiction and telephone number	Yarmouth Police Department, (207) 846-3333
Fire department jurisdiction and telephone number	North Yarmouth Fire Rescue, (207) 829-3025

Physical

Site dimensions (in sq. ft.)	50,000 ft ²
Intended site usage (Regional Staging Area, C-POD, or both)	C-POD
Maximum allowable C-POD type	Type 4 or Type 5
Type of space (paved, concrete, or gravel hard-stand, or other)	Concrete
Maximum load site can withstand	
Accessible at all times	Yes
Access controlled by a gate	No
Location of driveway(s)	Walnut Hill Road
Barriers at any driveways	No
Additional information and possible mitigation	Use of the church may 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	Yes
PA system available	No
Covered areas accessible from outside (i.e., for use as staff break areas)	Yes

Freeway, Highway, or Toll Access Roads

Freeway/Highway/Toll Road	Nearest On-Ramp location	Nearest Exit
SR 115	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	N/A
South Side	N/A	N/A	N/A
East Side	N/A	N/A	N/A
West Side	Walnut Hill Road	No	No

Traffic Considerations

Major intersections within one mile of site	N/A
Things that may impact traffic (e.g., nearby businesses, county events)	N/A
Alternate routes to site	Baston Road
Ferry service available (if applicable)	N/A

Regular Events that May Impact Use of Site for Commodity Distribution

Church Services every Sunday, other periodic church events

Activation Triggers – Points of Distribution will be used if/when the local economy cannot supply life sustaining supplies AND when FEMA/MEMA/CCEMA have decided that North Yarmouth will be on the list of drop off sites for mass delivery of goods.

Annex K: Reconstitution/Recovery

Damage Assessment

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

The North Yarmouth Fire Rescue Chief / EMA Director in conjunction with the Public Works Director will need to carry out an initial damage assessment for resources within the municipality, and detailed safety inspections of municipality resources and other critical resources. The municipality's primary responsibilities will be to:

- Maintain and share situational awareness of damage and repair efforts.
- Document damage claims for FEMA, using the Form 7 Damage and Injury Assessment, and municipality insurance carriers.
- Part of documentation includes photographs of damages

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

- Municipality provides an initial damage assessment (IDA) to the county, estimating monetary damages (Form 7). These assessments will use the damage assessment criteria as established by FEMA.
 - If Public Assistance is sought, the assessment includes information on damages to infrastructure, public facilities, and essential facilities (such as school). It will also include estimated costs for debris removal, emergency work and emergency protective actions.
 - If Individual Assistance is sought, the IDA also includes information regarding damages to private residences and businesses.
- Cumberland County submits the IDA to the Maine Emergency Management Agency (MEMA), including information about all damages within the county.
- If thresholds are met, the state and/or FEMA initiate a joint Preliminary Damage Assessment (PDA). In which state and federal staff visit damaged areas and independently assess damages.

Debris Management

Currently Under Construction

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

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

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

Elements of the TT&E Program

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

Testing			
Frequency	Type of Test (Notification, Comms Equipment, Personnel Accountability)	Location of Testing Records	Point of Contact for Test
Monthly	Comms Equipment EOC	Fire Rescue	Fire Rescue Chief
<i>Monthly</i>	<i>Routine Fire and Public Works equipment tests</i>	<i>Fire Rescue/ Public Works</i>	<i>Department Head</i>
<i>Weekly</i>	<i>Facility Generators</i>		

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

Training			
Frequency	Type of Training (General, Leadership, IMT)	Scenario/Scope	Intended/Actual Participants

Annually	Emergency Action Plan	Classroom and Hands On	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Hazardous Communications	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Blood Borne Pathogens	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Use of Fire Extinguishers	Classroom and Hands On	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Back Injury Prevention	Classroom and Hands On	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Chain Saw Safety	Classroom and Hands On	Fire Rescue Chief Public Works
Annually	Lock Out / Tag Out	Classroom and Hands On	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Ladder Safety	Classroom and Hands On	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Hearing Conservation	Classroom	Fire Rescue Chief Public Works
Annually	Personal Protective Equipment	Classroom and Hands On	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Respiratory Protection	Classroom	Fire Rescue Chief Public Works
Annually	Workplace harassment	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC

Annually	Sexual Harassment	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Emergency Scene Control	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Annual Hazmat Refresher	Classroom and Hands on	Fire Rescue
Annually	Video Terminal Display	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Initial	NIMS 100	Classroom	Fire Rescue Public Works Town Manager Asst Town Manager
Initial	NIMS 200	Classroom	Fire Chief
Initial	NIMS 300	Classroom	Fire Chief
Initial	NIMS 400	Classroom	Fire Chief
Initial	NIMS 700	Classroom	Fire Rescue Public Works Town Manager Asst Town Manager
Initial	NIMS 800	Classroom	Fire Chief
Initial	G-402	Classroom	Fire Chief Town Manager Assistant Manager Select Board as appointed
Biannual	First Aid / CPR/ AED	Classroom and Hands On	Fire Rescue Chief Public Works Town Hall Staff WH&CC
Annually	Mine Safety Health and Administration Training	Classroom and Hands On	Public Works
Annually	Cyber Security for Annual Mandatory Training	Classroom	Fire Rescue
Annually	Social Media	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC

Monthly	Cyber-Security Training	Classroom	Fire Rescue Chief Public Works Town Hall Staff WH&CC
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- Exercises:** An exercise is an instrument to train for, assess, practice, and improve capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving coordination and communications; improving individual performance; identifying gaps in resources; and identifying opportunities for improvement.

Exercises			
Frequency	Type of Exercise (Drill/Tabletop/Functional Exercise)	Scenario/Objectives	Intended/Actual Participants
Annual	MCI Drill	Test Operations Officers and EMS Capabilities	Fire Department Mutual Aid Departments
Annually	Hazmat Awareness	Using the DOT Emergency Response Book	Fire Department
Every 3-5 years	HAZMAT Drill	Scenario typically includes a vehicle accident with hazmat	Fire Department Mutual Aid Departments

Multi-Year Training & Exercise Plan (MYTEP)

Municipal organizations should develop a multi-year plan for their training and exercise activities, to ensure that they are not overburdening their staffs. Many required activities can be done through coordination with CCEMA, and accomplished through partnerships with other local organizations. All TT&E activities will be documented, to include the type of training or exercise to be conducted, the anticipated date of each activity, the audience for the activity, and what organization will lead for the activity.

Lessons Learned and Corrective Actions

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

After Action Report (AAR)

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

Lessons Learned Program

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

Corrective Action Program

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

Documentation

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

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

Annex M: Glossary & Acronyms

Acronyms

AAR	After Action Report
AOF	Alternate Operating Facility
BIA	Business Impact Analysis
CAP	Corrective Action Program
CCEMA	Cumberland County Emergency Agency
CFR	Code of Federal Regulations
COOP	Continuity of Operations Plan
DOC	Department Operations Center
EMA	Emergency Management Agency
EMS	Emergency Medical Service
EOC	Emergency Operations Center
HAZMAT	Hazardous Materials
HVAC	Heating, Ventilation, & Air Conditioning
IC	Incident Commander
EID	Emerging Infectious Disease
FEMA	Federal Emergency Management Agency
FOAA	Freedom of Access Act
IMAT	Emergency Management Assistance Team
IT	Information Technology
MAA	Mutual Aid Agreement
MEMA	Maine Emergency Management Agency
NIMS	National Incident Management System
PIO	Public Information Officer
POC	Point of Contact
POD	Points of Distribution (Commodities)
QLR	Quick Look Report
SIP	Shelter-in-Place
TT&E	Test, Training, & Exercise
U.S.C.	United States Code

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

Quick Look Report – A after-action summary report of how an operation went and needed updates

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

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

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

Test, Training, and Exercises (TT&E) – Activities designed to familiarize, impart skills and ensure viability of emergency response plans. TT&E measures an organization’s planning to verify that it is capable of supporting the continued execution of the organization’s critical functions throughout the duration of an emergency incident or event.

Annex N: Authorities and Resources

AUTHORITIES:

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

REGULATORY STANDARDS:

- 1) Maine PL 1983, C. 146, § 783. Disaster emergency plan
- 2) Maine Freedom of Access Act (FOAA): Title 1, Chapter 13: Public Records and Proceedings <https://www.maine.gov/foaa/>
- 3) Maine Records Retention Policy
<https://www.maine.gov/sos/arc/records/local/localschedules.html>

RESOURCES:

- 1) National Prevention Framework, Second Edition, June 2016.
https://www.fema.gov/sites/default/files/2020-04/National_Prevention_Framework2nd-june2016.pdf
- 2) National Protection Framework, Second Edition, June 2016.
https://www.fema.gov/sites/default/files/2020-04/National_Protection_Framework2nd-june2016.pdf
- 3) National Mitigation Framework, Second Edition, June 2016.
https://www.fema.gov/sites/default/files/2020-04/National_Mitigation_Framework2nd_june2016.pdf
- 4) National Response Framework, Fourth Edition, October 2019.
https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf
- 5) National Disaster Recovery Framework, Second Edition, June 2016.
https://www.fema.gov/sites/default/files/2020-06/national_disaster_recovery_framework_2nd.pdf
- 6) National Incident Management System, October 2017.
https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf
- 7) Incident Command System <https://training.fema.gov/emiweb/is/icsresource/>
- 8) Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans, Version 3.0, September 2021.
https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf

- 9) FEMA Public Assistance Debris Monitoring Guide, 2021.
https://www.fema.gov/sites/default/files/documents/fema_debris-monitoring-guide_sop_3-01-2021.pdf
- 10) FEMA PDA Pocket Guide, 2021
https://www.fema.gov/sites/default/files/documents/fema_2021-pda-pocket-guide.pdf
- 11) Cumberland County Hazard Mitigation Plan, December 31, 2021
<https://www.cumberlandcounty.org/DocumentCenter/View/7149/Cumberland-County-2022-Hazard-Mitigation-Planpdf?bidId>