

# **Town of Readfield**

## **Emergency Operations Plan**

**November 4, 2019**

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# 1. Scope and Acceptance

This plan will be used during disastrous situations where the Town's populace is affected and will need police, fire, emergency medical, transportation (if deemed necessary), feeding, and sheltering support. It will bring the user to the point of knowing what is to be done, and who will do it. It will not detail how these activities will be performed.

Signed:

Select Board Chair \_\_\_\_\_

Select Board Member \_\_\_\_\_

Select Board Member \_\_\_\_\_

Select Board Member \_\_\_\_\_

Select Board Member \_\_\_\_\_

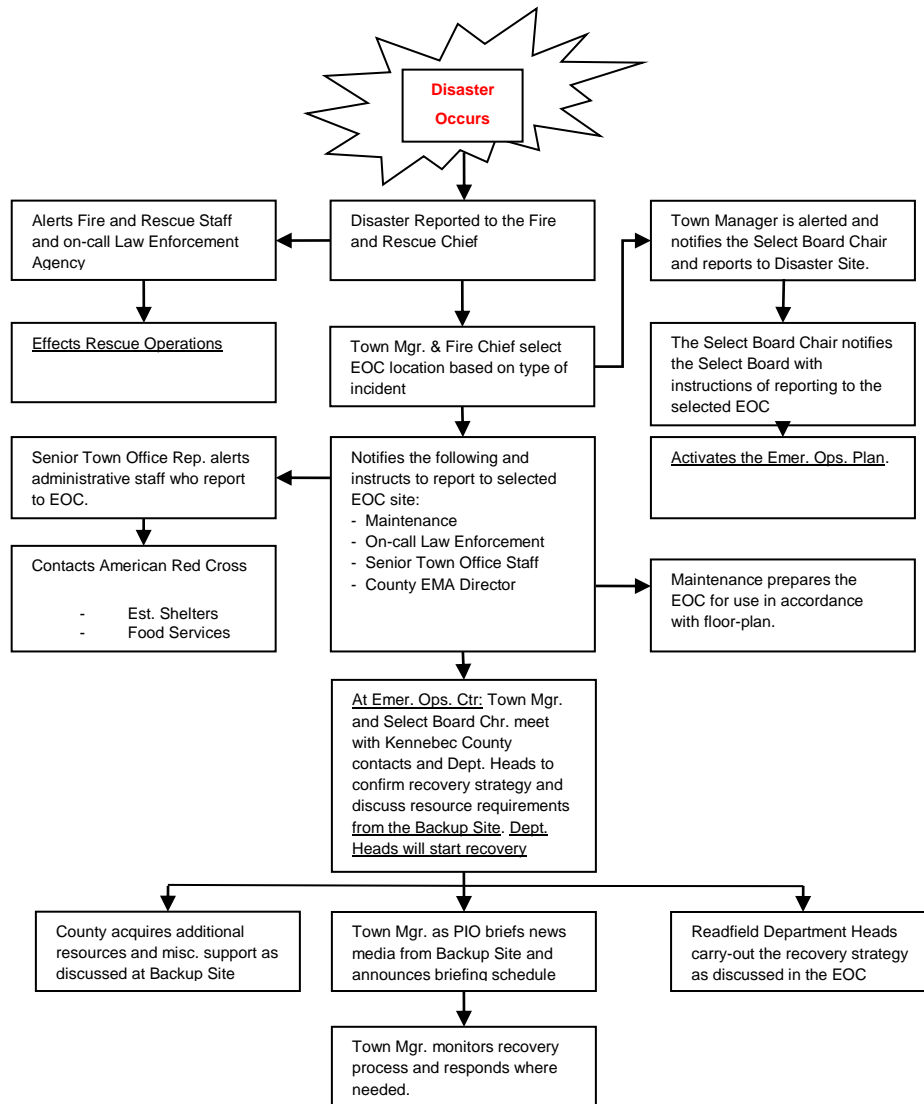
Date: \_\_\_\_\_

## 2. Revision Sheet

The Emergency Operations Plan for the Town of Readfield is regularly reviewed and revised. The known revision history for this document is as follows:

[illegible]

### 3. Recovery Flowchart



## **4. Readfield's Emergency Organization and Response**

It is the intent in developing the Town of Readfield's Emergency Operations Plan (the "Plan") that the Plan will fully comply with the standards and practices stated in the National Incident Management System (NIMS). In case of any conflict between this Plan and any NIMS policy, the NIMS policy should have priority and the Plan should be adjusted accordingly.

This Plan is intended to be an overview of functions to be performed during an emergency. The Plan does not give detail on how any particular function will be performed. It is presumed in this Plan that the emergency response providers named in this Plan will already have developed, and will be well practiced in, execution of their responsibilities during an emergency.

Implementation of this Plan must be as self-triggering as possible. This is accomplished through ongoing familiarization of the Plan by all Town employees and through periodic testing. Operations conducted under this plan require a rapid and coordinated response by every Town agency, private institution, or other non-governmental agency.

The following is a breakdown of responsibilities organized by groups and/or Emergency Titles.

### **4.1 Select Board:**

Select Board members will be required to complete NIMS Incident Command System (ICS) courses 100 and 700.

1. The Select Board will assume a leadership role during emergency operations and will be responsible for:
  - The Select Board Chair is responsible for alerting other members of the Select Board
  - Activation of the Emergency Operations Plan
  - Activation of the Emergency Operations Center (Backup Site)
  - Monitoring progress of the Emergency Operations Plan through to completion
  - Coordinate support from the Kennebec County Emergency Management Agency.
  - Working with the designated Readfield Emergency Management Director and Town Manager to provide general support.
  - Chairing all Emergency Management ongoing internal status briefings.
  - Authorizing activation of shelters through the American Red Cross
  - Authorizing request for assistance with decontamination procedures to the County EMA Director.
  - Authorizing necessary emergency funding requests.

2. Activate and monitor progress of the Emergency Operations Plan which commences when the Readfield Select Board Chair and Emergency Management Director/Fire Chief determine that the severity or length of the situation warrants plan implementation to reduce the threat to life and property to a minimum.
3. Activate the Town Emergency Operations Center. This center will provide centralized control to direct rescue and recovery operations. The Emergency Operations Center could be located at either the Readfield Fire Station or the Town Office, depending on the situation.
4. Alert the Kennebec County Emergency Management Agency (KCEMA), and authorize its assistance during a Town emergency.

**Other Responsibilities (when deemed appropriate):**

1. Authorize the alert and order the mobilization of the Town through Emergency Management functions by arranging for the evacuation of threatened areas through the Emergency Management Director/Fire Chief.
2. Authorize the notification of local industries, public utility companies, schools, etc., of the disaster or pending disaster as necessary.

## **4.2 Emergency Management Director**

The Emergency Management Director/Fire Chief, under the supervision of the Select Board, shall be responsible for the planning, coordination and operation of the Emergency Management activity at the disaster site.

The Emergency Management Director/Fire Chief will have completed NIMS ICS courses 100, 700, 701, 702 and 704.

**Specific responsibilities include:**

1. Reports to the disaster site and determines the recovery strategy that should be used.
2. Determines the capability of the Town to respond to the situation and whether outside assistance is needed. This will be confirmed when the briefing is conducted at the Emergency Operations Center.
3. Develops and maintains a Town situation map identifying problem areas and deployment of responders at the Emergency Operations Center.
4. Reports to the Emergency Operations Center (Readfield Fire Station or Town Office) and conducts a briefing of the recovery strategy to be used and resource requirements



with the Select Board Chair, Town Manager, Department Heads, and the Kennebec County EMA Director.

5. Prepares for disaster briefings with the Select Board, Department Heads, and the Town Manager.
6. Ensures all Department Heads have communications capabilities, especially in the field.
7. Assigns duties to Town Departments that shall be the same or similar to their normal duties.
8. Monitors the rescue and recovery processes and responds where needed.

### **4.3 Town Manager**

The Town Manager, under the supervision of the Select Board, shall be responsible for the planning, coordination and operation of the Emergency Management activity at the Emergency Operations Center.

The Town Manager will complete NIMS ICS courses 100 and 700.

1. The Town Manager is alerted by the Emergency Management Director/Fire Chief and, in turn, alerts the following people:
  - The Kennebec County Emergency Management Director
  - Select Board Chair
  - On-call Law Enforcement Agency
  - Maintenance
  - Senior Town Office Administrative Staff Contact

Provides general support, such as:

- Completing emergency contact of the Select Board Chair, Readfield Dept. Heads, and Kennebec County EMA Director
- Alerts Maintenance with instructions to prepare the Emergency Operations Center (EOC) with pre-arranged floor plan for use.
- Alerts the Senior Town Office Administrative Staff Contact who will contact the Town Administration Staff with instructions of reporting to the EOC.

When the Town Manager performs these tasks, the Emergency Management Director/Fire Chief is free to concentrate on the rescue and recovery tasks.

2. Oversees the recruitment of volunteer personnel to augment the personnel and facilities of the Town for emergency management purposes. These volunteers will

be familiarized with the Emergency Information Database (as defined in the appendices) while completing the following types of tasks:

- Conducts disaster notifications to Town residents, other boards, and agencies (as directed).
  - Tracks equipment and materials resources utilizing forms in the Appendices.
  - Conducts telephone support by answering the telephones and recording messages at the Emergency Operations Center.
  - Serves as communication coordinator to the local populace.
  - Initiates the contact to local residents that need follow-up (i.e. “Are you OK?”)
  - In general, provides support as needs arise.
3. Contacts the American Red Cross to arrange for sheltering and feeding support. It is understood that that the Red Cross may not be able to provide all the resources that may be requested, and the Town Manager will be expected to supplement Red Cross support using local volunteer forces.
4. Assists in acquiring and managing of emergency supplies that will be stored at the EOC/Readfield Fire Station.
5. Functions as the Public Information Officer:
- Attends all emergency internal status briefings held by the Select Board and prepares/conducts news briefings to the media.
  - Issues information and advice to the general public. Must be prepared to brief news media and answer questions. Prepares and announces a schedule for future briefings for the news media.
  - Notifies news media of time and site of any press conferences.
    - i. Includes school representative as needed in press conferences.
  - The Public Information Officer will have completed appropriate NIMS ICS training.

## **5. Emergency Support**

### **5.1 Emergency Operations Center (EOC)**

The Emergency Operations Center (EOC) is the de facto Emergency Town Hall and serves as a central point where communications, command, and control for rescue and recovery efforts are planned and staged.

#### **5.1.1. Maintenance:**

- Prepares the Emergency Operations Center for use by following a pre-established floor-plan illustrating how the space will be utilized between the various groups who will occupy the site.
- Provides power, lighting, and other needs as directed by the Town Manager to the EOC and other locations as directed.

#### **5.1.2 Town Office Administrative Staff**

References the Readfield Emergency Information Database when completing the following functions:

- Alerts Town employees as directed.
- Reports to the EOC and contacts communications, office supply, and other vendors as directed.
- Ensures the EOC is equipped with the necessary office supplies, area maps, and easel.
- Ensures that information received from departments deployed in the field is recorded and passed to the Emergency Management Director for evaluation.
- Tracks all expenses that relate to Town recovery efforts.
- Conducts disaster notifications to Town employees.

#### **5.1.3 Town Manager**

- Manages the recruitment and use of volunteers, though may delegate functions to the Fire Department Auxiliary due to logistics experience.
- Arranges for personal services to the Staff such as food, water, etc.
- Arranges for physical security of the EOC.
- Reserves space at the EOC for the American Red Cross representative(s).

## **5.2 Communications Among Emergency Agencies**

### **5.2.1. Existing Communications Capability**

- The EOC could be located in the Readfield Fire Station, the Town Office, or a school building and will use telephones for communications.
- One telephone line is available at the Fire Station. An additional telephone line could be added. The Fire Department, Maintenance, and Town Manager have 2-way radios. The Fire Department will provide additional radios to the EOC kits.
- The Fire Department, Maintenance, and Town Manager have cellular “smart” telephones. An additional smart phone will be available to the EOC.

### **5.2.2. Town Manager**

- Establishes a network for telephones (and cell phones) in the EOC and ensures a directory of all Town departments and agencies is available to all groups.
- Ensures that all personnel are familiarized with the emergency communications arrangements.

## **6. Public Emergency Services**

### **6.1. Emergency Public Information**

The Public Information Officer (PIO) provides accurate and official information and instructions to the Town residents through all available media before, during, and after emergencies. The Town Manager, under direction of the Select Board, will function as the Public Information Officer.

#### **Considerations/Assumptions:**

- The local news media will be asked to cooperate with the Public Information Officer in providing information and instructions to the public in an emergency.
- No information releases will be made concerning bomb threats at the schools.

#### **News Sources:**

- FM station WMME (92 MOOSE) can provide information instructions to the public during an emergency.
- Maine State Police Dispatch will take requests to provide immediate information through the Emergency Alert System (EAS).
- The Kennebec Journal will be asked to publish informational and instructional material when the situation warrants.

#### **6.1.1. Readfield Select Board**

- Attends all disaster briefings and works with the Public Information Officer (Town Manager) and approves news releases.

#### **6.1.2. Public Information Officer (Town Manager)**

- Selects personnel to assist in providing fast accurate reporting during emergencies.
- Coordinates the collection and evaluation of information and instructions for the public.
- Maintains a list of local news media personnel and their phone numbers within the Town.
- Establishes an information center at the Emergency Operations Center for the media.
- Prepares news releases with Emergency Management Director and submits to Select Board for approval.

### **6.2. Evacuation**

Service heads of Town departments involved in emergency response have responsibility to recommend evacuation as a viable method of protecting lives before, during, or after disasters or emergencies that may affect the Town. This recommendation, time permitting, will be directed to the Select Board for implementation and coordination from the Emergency Operations Center. Town Agencies have a responsibility to assist in the

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warning and evacuation including establishing evacuation routes, safe areas, transportation and coordination with shelter.

#### **6.2.1. Emergency Management Director**

- Develops an evacuation plan with the Select Board, Town Departments, Law Enforcement, and Kennebec County EMA.
- Coordinates with Schools (RSU #38 and Kents Hill) for access to buses.

#### **6.2.2. Law Enforcement**

- Determines traffic and crowd control.
- Maintains security of evacuated areas.
- Alerts the general public of evacuation arrangements (i.e.: locations and times).

#### **6.2.3. Maintenance**

- Conducts road damage assessments.
- Directs contractors in clearing of debris from Town roads.

#### **6.2.4. Select Board**

- Develops an evacuation plan with the Emergency Management Director, Town Departments, Law Enforcement, and Kennebec County EMA.

### **6.3 Alert and Warning**

The Maine State Police or the Kennebec County Sheriff's Office has primary responsibility for initial reception of any warning disseminated by the County. The Fire Chief has the responsibility of Emergency Operations Center Staff notification. Public notice must be given if the method of protecting the public includes sheltering and/or evacuation.

The Town has agreed to make contact with "at-risk" individuals during certain emergency situations. Responsibility for implementing this contact process resides with the Fire Chief, who may delegate the contact process within his direct staff or to the Fire Department Auxiliary.

Town departments will use the municipal frequency for interface including a land-line to the Schools (RSU #38 or Kents Hill) to staff their bases if the situation so requires. Primary communications with the media, County, and other surrounding local governments will be by telephone. The Maine State Police/County Sheriff's Office radio and the Mutual Aid Fire radio systems can be utilized as back-up as necessary. If shelters are utilized, primary communications will be cellular telephone. If the situation indicates, Town portable radios, Town mobile radio-equipped vehicles, or messengers will be used.

#### **Considerations/Assumptions:**

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- The Readfield Fire Chief is the Warning Officer.
- The Schools have viable alert notification systems.
- Readfield currently has no sirens.
- Any outdoor warning devices will be maintained.
- Provide a liaison with the American Red Cross language data bank personnel for hearing impaired and non-English speaking groups as appropriate.

#### **6.3.1. Readfield Fire Department**

- Verify warnings before dissemination.
- Alert the Emergency Operations Center Staff when it is activated.
- Disseminate a warning to the public using sirens, public address systems, Town agencies, volunteers, and media as required.

#### **6.3.2. On-call Law Enforcement Agency**

- The on-call Law Enforcement Agency has the responsibility for alert notification and for contacting the Readfield Fire Chief.

#### **6.3.3. Available Volunteers or Town Employees**

- Verify warnings before dissemination.
- Assist the Fire Department in warning the public as directed.
- Conduct door-to-door warnings as necessary for part of the population.
- Verify that nursing homes, major industries and other key locations have been notified. (*Refer to the Readfield Emergency Information Database.*)

### **6.4. Sheltering**

The Town of Readfield could be subjected to the effects of a disaster requiring the sheltering of a significant number of people for an indefinite period of time. If such a disaster occurs, shelter will be provided in predetermined locations selected and arranged by the American Red Cross. Activation of shelters will be determined by the Select Board and will be dependent on the magnitude of the disaster. The American Red Cross has both the expertise and experience in operating public shelters.

#### **Considerations/Assumptions:**

- Primary shelter communications will be by telephone. Radios and messengers may also be utilized when available. If additional radio communications are desired, requests will be coordinated through the Town Emergency Management Director/Fire Chief. The use of Amateur Radio Operators will be considered according to availability (and could be pre-identified).

#### **6.4.1. Red Cross**

- Special needs of the elderly, handicapped, institutionalized, and those with language barriers are recognized and will be addressed.

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- The American Red Cross will recruit necessary volunteers to complement the Shelter Operations Staff.
- The American Red Cross will coordinate with the Town Emergency Management Director and the Town Manager for any additional support that can be provided by local government agencies or by local volunteers.
- Shelters in the Town of Readfield will not normally be stocked. The American Red Cross will obtain supplies through local sources when possible.
- Members of the American Red Cross and volunteers, recruited from County agencies or the local populace, will constitute each individual shelter organization.
- An American Red Cross representative may report to the Emergency Operations Center when necessary to assist in the coordination of shelter operations.
- The American Red Cross will be the Manager of the emergency shelters. Assistance in feeding may be provided by volunteers.
- Health requirements and inquiries about missing persons will be the responsibility of the American Red Cross assisted by Town Health Officer, if necessary.

These tasks will be reviewed with the American Red Cross to verify that they are realistic.

#### **6.4.2. Town Manager**

- Will notify the American Red Cross Shelter Service of the need for shelter services.
- Will be liaison between the Town and the American Red Cross Shelter Coordinator.
- Will coordinate outside shelter assistance requested from Town Departments and/or agencies.
- Will prepare status charts at the Emergency Operations Center to indicate the location of shelters, available spaces, etc.
- Coordinates public information concerning shelters.
- Requests, through the Select Board, assistance of the County EMA Director when the nature of the disaster requires that decontamination procedures are necessary.
- If deemed appropriate, the Town Manager will be consulted prior to shelter occupants returning to their homes. Public safety will be a major concern in order to ensure that any remaining hazards have been identified and that shelter occupants have received adequate information for their personal protection.

#### **6.4.3. Fire Department**

- Fire inspections will be continually performed by the Fire Department in designated shelters. The department will develop and use a protocol or check list or sheet for fire inspections for buildings/shelters.

#### **6.4.4. Available Volunteers or Town Employees**

- A log of incoming and outgoing messages concerning shelter operations will be maintained.

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#### **6.4.5. Law Enforcement**

- Will provide security at these shelters for public safety.

### **6.5 Maintenance**

Arranges for manpower, equipment, and vehicles to maintain roadways as directed by the Town Manager and assists other Town agencies, when requested, with personnel, material and equipment, before, during, and after disasters and emergencies. Coordinates activities of contractors who will provide equipment and manpower as needed.

#### **Considerations/Assumptions:**

- Limited emergency supplies are maintained at the Readfield Fire Station.
- Emergency funding will be requested through the Select Board before, during, and after disaster/emergencies.
- Maintenance will maintain records of purchases and disbursements, and of hours worked, applicable to the disaster/emergency that will be kept for later reimbursement.
- Maintenance will receive warning of a disaster or emergency through communications by telephone, Fire Department Radio, or messenger.
- Maintenance has a radio for communicating with the Fire Department and Town Manager on the municipal frequency.

#### **6.5.1. Maintenance**

Preparations for Maintenance:

- Notifies contractors when needed.
  - Coordinates and prioritizes the actions of the contractors.
  - Maintains records of contractor activities for use in cost accounting.
  - Checks all appropriate Town equipment and vehicles.
  - Provides some services with Town equipment in addition to contractors.
- If necessary to restore or maintain essential services:
  - Makes use of local contractors.
  - Maintenance is responsible for:
    - Day-to-day Emergency operations of the Maintenance department and coordination with other Town agencies.
    - Clearing of debris from Town roads.
    - Supplying emergency power, if needed, to emergency shelters.
    - Coordinating transportation through the Select Board, Town Manager or the Town Emergency Management Director.
    - Training for Emergency Operations Preparation (in accordance with floor-plan) for other Town personnel.
    - Maintaining and repairing of Town vehicles.
    - Reporting to the Emergency Operations Center, if opened, and recommending its opening if the situation warrants.

## **7. Public Safety**

### **7.1 Law Enforcement**

Assistance will be available from the Maine State Police or the Kennebec County Sheriff's Office.

#### **Considerations/Assumptions:**

- Mission:
  - Protecting life and property.
  - Assisting in warning of residents.
  - Maintaining law and order.
  - Emergency traffic control.
  - Crowd Control.
  - Assisting residents when evacuating their homes or businesses.
- Emergency communications equipment is maintained and operated through the Town's Fire Department Headquarters by a Dispatcher.
- Twenty-four hour dispatch is covered by the Maine State Police or the Kennebec County Sheriff's Office.
- The Maine State Police and the Kennebec County Sheriff's Office have radio communications capability with Readfield's Fire Department, Maintenance, and Town Manager.

#### **7.1.1. Law Enforcement (for KSO and State Police only)**

- Normal channels will be used for day-to-day operations.
- In the event a warning is received or a disaster or emergency occurs, the following will be instituted:
  - All off-duty personnel who are residents will be called-in.
  - All personnel will be placed on stand-by.
  - All equipment will be checked and prepared for use.
  - Feeding and lodging of emergency personnel will be instituted.
  - Security and protection of departmental personnel will be maintained by the department or by calling in other area law enforcement agencies.
- Area Police assistance is provided and coordinated through the Maine State Regional Communication Center in Augusta.

### **7.1.2. Town Manager**

- Emergency funding will be requested through the Select Board before, during, or after disasters or emergencies.
- Evacuation of endangered areas will be accomplished using a mobile public address system (provided by Fire Department or Maintenance) followed by a door-to-door check, with transportation to shelters coordinated with the Town Manager and Volunteer Pool.

### **7.1.3. Town Attorney**

- Legal questions will be referred by the Town Manager to the Town Attorney.

## **7.2. Fire and Rescue**

The Fire Department has the primary responsibility of responding to emergencies in the Town when a fire or threat of fire may exist. It has a responsibility of responding to fire emergencies in neighboring towns through mutual aid compacts. The Fire Department can expect assistance from other Town agencies upon request. Occurrence of an emergency in any of these priority areas, or other hazards not identified, could require a major response from the Department or have an effect on their capability to respond to other emergencies.

Implementation must be as self-triggering as possible and not dependent upon the presence of a particular individual. Fire Department Personnel carry pagers and will normally be notified by Public Safety Dispatch or the Fire Chief if a response by the Department is required.

### **Considerations/Assumptions:**

- Telephone fan-out can be used as a back-up.
- A command post shall be established at the scene with responding agencies reporting on arrival.
- On-scene communications frequency is **154.145**.
- Fire apparatus is radio equipped with this frequency.
- The Fire Department also has portable radios with multiple frequencies capable of communicating with other departments, medical services, and hospitals.
- The Fire Chief, or Officer-in-Charge if the Fire Chief is not available, has the responsibility as Town Warning Officer for disseminating severe weather warnings.

### **7.2.1. Fire Department**

- The Fire Chief has the responsibility of assisting in warning the population in an area recommended for evacuation.
- If shelters are identified for use, the Fire Chief has the responsibility of fire inspections and of establishing procedures for adequate fire controls for shelter occupancy. The above will be coordinated with the Town Emergency Management Director/Fire Chief.

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### 7.3. Hazardous Materials

The regional HAZMAT Team will provide support to Readfield as needed. The analysis includes fixed facilities as well as hazards on railways and highways.

Public warning of a hazardous materials incident can be made over radio and television stations if necessary by activating the Emergency Alert System.

#### Considerations/Assumptions:

- Loudspeakers are available in fire trucks and police cruisers. These could be used to provide instructions to residents in a local area. Door-to-door warning procedures may also be used.
- The Maine State Police or the Kennebec County Sheriff's Office will play a primary role in establishing traffic control and access control during the early stages of an incident. If an evacuation is ordered, they will also provide security and property protection of homes and businesses in the evacuated area.
- Kennebec County Emergency Management Agency or Maine State Police Dispatch can be contacted to request the HAZMAT team, Department of Environmental Protection, and other necessary resources.

#### 7.3.1 Incident Commander (Incident Control System)

- The Emergency Management Director/Fire Chief or the Public Information Officer/Town Manager will disseminate official information and instructions to the public when it is judged a potential for public harm is present. An emergency message must indicate what has happened, what can be expected to happen, and what measures people should take to protect themselves. Evacuation instructions should explicitly describe the importance of leaving the area quickly and where to go. If an extensive evacuation is required, involving more than one family for more than 12 hours, a shelter will be designated.

*A sample emergency message would be "At 00.00, emergency personnel were notified that an incident had occurred at the rail crossing Route 17 in Readfield Depot, resulting in the release of toxic chemicals. Residents of **Readfield** living within 1 mile of this rail crossing are advised to leave the area immediately. All efforts are being made to control the chemical release. Local and County officials have been notified. Additional details will be released as they become available."*

- If there is an immediate life-threatening situation, the Incident Commander may order a precautionary evacuation of affected areas.
- The Town of Readfield receives ambulance service from Winthrop Ambulance. Medical services are provided by the Maine General Hospital in Augusta. Chemical-specific treatment and decontamination protocols for EMS personnel leaving an incident scene will be specified by the Incident Commander if the potential for spreading hazardous materials contamination is present. The Incident Commander is also responsible for notifying the hospital of the materials to which incident casualties have been exposed, if known.

### **7.3.2. Readfield Fire Department**

- Hazardous Materials incidents are often accompanied by fire or injured persons. The Fire Officer-in-Charge shall regulate access to a hazardous materials scene by fire fighters and emergency rescue personnel to control risk exposure.
- Firefighters are primarily responsible for fighting fires and must avoid unnecessary hazardous materials exposure. Extrication of injured persons will usually involve entry into a hazardous condition. Rescue personnel must wear protective equipment and clothing when conducting rescues as indicated by the Incident Commander.
- As soon as practical after any response, an inventory check shall be completed of all emergency response equipment owned by the Fire Department and the Town Maintenance Department. Missing or damaged items or equipment shall be repaired or replaced.

## **7.4. Emergency Medical Services**

Any agency or department receiving information of an incident where potential mass casualties exists shall immediately notify the Maine State Police and relay the information they have received to Kennebec County Emergency Management Agency, who will then notify the Maine Emergency Management Agency Duty Officer.

### **7.4.1. Law Enforcement**

- The State Police will, without further confirmation, notify MEMA there is a potential of a Mass Casualty Incident under direction of the Kennebec Emergency Management Agency.

### **7.4.2. Emergency Medical Services**

- The first arriving unit: state or local police, sheriff, fire officer, or EMS crew chief, will then confirm the nature of the incident to include the safety and stability of the scene, the approximate number and severity of the injured, or report, the information to the State Police.
- Based on the information received from the scene, a Mass Casualty Incident may be declared.
- The basic criteria for the declaration shall be any incident that will overload capabilities and resources of the local medical community.
- Readfield's Fire Department will provide a secondary dispatch center to handle non-emergency dispatch for notification of back-up crews, additional equipment, etc.
- All emergency responders shall follow their department's standard operating procedures for a mass casualty incident.

## **7.5. Disaster Assessment Considerations**

### **7.5.1. Situations and Assumptions**

The Town of Readfield, located in Kennebec County, in the south central section of the State of Maine, has an area of 32 square miles and a population of 2,596 (2010 census).

State highways; Routes 17, 41, and 135 provide major highway access to the Town.

The Town of Readfield has railroad traffic.

The Town has a paid part-time Fire Department.

Mutual Aid System: The Town of Readfield has mutual aid agreements with Manchester, Fayette, Mount Vernon, Wayne, and Vienna.

The Town has a limited Maintenance Department (two full-time employees).

Buses from the RSU #38 School District and Kents Hill School could provide passenger service in an emergency.

Law enforcement is handled by the Maine State Police (MSP) alternatively with the Kennebec County Sheriff's Office.

Maine State Regional Dispatch Center will provide dispatching services.

The RSU #38's school bus garage is located in Readfield. A Maine DOT Highway Maintenance garage is located in Winthrop.

There are four (4) schools located in Readfield: Kents Hill School, Maranacook High School, Maranacook Middle School, and Readfield Elementary School.

The types of industries in Town include manufacturing, auto repair, restaurants, a small grocery store, a convenience store, post offices, agriculture, building contractors, many home-based businesses, and summer camps.

There is a Transfer Station on the North Road that serves both Readfield and Wayne.

Maranacook Family Healthcare is located on South Road. Winthrop Family Practice is on Main Street in Winthrop village to the south of Readfield via Route 41/Route 133. The Maine General Medical Center in Augusta is the closest major medical facility which is approximately 10 miles away.

### **7.5.2. Vulnerability:**

Flood plains exist mostly in areas that surround Maranacook Lake and Torsey Pond. Advanced weather prediction is not always accurate and extreme precipitation can develop without adequate warning. Flooding, especially flash flooding, can impact areas in Town that are located above or near designated flood plains. The frequency of extreme weather events fluctuates from year to year.

### **7.5.3. Assumptions:**

**FLOODS:** Floods are the most probable natural cause of emergencies or disasters in the Town of Readfield. Spring thaws and ice breakups may cause some lowland flooding. Summer and fall storms are more likely to be responsible for major flooding.

**WINTER STORMS:** Winter storms with snow, ice and freezing temperatures in various combinations are fairly commonplace in Readfield, Maine. The Town is geared to handle most winter emergencies. A potential for emergency exists when such storms also result in loss of electric power, leaving people without adequate heating capability. Heavy wet snows of early fall and late spring cause most power failures, however ice storms can also cause power outages.

**WINDSTORMS:** Violent windstorms are possible in Readfield, Maine. Hurricanes hit Maine in 1938, 1954, 1960, 1963, 1985, 1991, and 2011. Most windstorms result in downed trees, damaged telephone and power lines, and crop losses.

**DROUGHT:** Drought can be a problem in late summer with local springs and well levels reduced to minimal flows. Water tables reached an all-time low during the national drought of 1988, however recovery was fairly rapid.

**WILDFIRE:** Wildfires are possible in the forested areas of Town during late summer and early fall. The forests contain potential fuel for a serious conflagration. Some recreation and retirement homes with single access roads are in jeopardy. Fire detection methods are basically good, with special efforts being made during fire seasons.

**EARTHQUAKE:** Earthquakes have been felt on the state's coastal areas in the past and remain a geological possibility. Readfield is situated in an unlikely earthquake zone though it experienced a small quake in October 2012. Although earthquakes are not a frequent event, they have the potential to cause extensive damage to un-reinforced masonry (brick) buildings.

**NATIONAL EMERGENCIES:** National emergencies, including a possible attack by foreign interests, are not as likely as during the cold war. Since Readfield is dependent upon outside resources for a large percentage of food and fuel supplies, any situation which might affect this system could have a severe impact upon the Town's population.

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**TECHNOLOGICAL HAZARDS: Hazardous Materials** lead the list of potential hazards which could impact the Town of Readfield. Fuels are the most widespread materials likely to create problems. Chemicals used in manufacturing, auto repair shops, and agriculture businesses are sources of possible HAZMAT incidents. Small quantities of Hazardous Materials are stored at the Transfer Station.

**RADIOLOGICAL EMERGENCIES** are possible from vehicles traveling on state highways 135, 17, and 41.

**AIRCRAFT CRASHES** can happen anywhere in Maine. Small private planes and military aircraft are more common in Kennebec County air space. A commercial airliner, off course in bad weather, could become involved with CMP high altitude power lines and pose a threat for creating mass casualties.

**SHORTAGES:** The shortage of energy or food supplies could threaten the welfare of the citizens of Readfield. The dependency upon out-of-state sources can become a problem when normal deliveries are interrupted.

**PANDEMIC FLU:** Readfield has previously developed a response plan in the event of a widespread (regional) influenza outbreak. The response plan is detailed in the “Kennebec County Pandemic Flu Plan” available at the Town Office.

## **7.6. Plan Maintenance and Testing**

### **7.6.1. Annual EOP Maintenance:**

The Readfield Select Board will be responsible for keeping this plan up-to-date by an annual review.

Changes happen throughout the year that may involve personnel, operating procedures, and equipment used by all Town departments. These changes may require updates to the Emergency Operations Plan (EOP) in order to maintain its effectiveness.

It is recommended that a walk-through of the EOP be conducted annually by all Town department heads (collectively) to identify where updates to the EOP are required.

### **7.6.2. Annual EOP Testing (Drills):**

Testing this EOP annually ensures its ongoing effectiveness especially where changes to personnel, operating methods, and equipment are involved. This is also true where Mutual Aid Agreements and personnel contacts with surrounding communities exist.



A Post-EOP Test Evaluation should be conducted to determine the overall effectiveness of Town response. Also updating the EOP with this resulting information will assist in maintaining its effectiveness.

### **7.6.3. Establish an EOP Maintenance and Testing Process:**

The following is a list of recommended tasks to ensure the Emergency Operations Plan (EOP) maintains ongoing effectiveness from year-to-year by legislatively requiring the processes to be updated and to test the EOP annually as a required annual business function:

- Pass a Town Meeting article requiring that the annual updating and testing of the EOP takes place. (This article was passed at the June 13, 2013 Town Meeting.)
- Establish an annual schedule for these events to take place. Example: August the EOP is updated, September the EOP is tested, and in October the test results are evaluated which may result in further updates to the EOP.
- Identify the costs involved with conducting these tests.
- Add the cost of conducting this test of the EOP to the annual Town budget. (This has been done in both 2013 and 2014.)

Completing these steps will ensure the effectiveness of the Town Emergency Operations Plan is always well maintained and effective.

## Appendix 1: Personnel Contact Information by function

Town Manager	Eric Dyer	8 Old Kents Hill Road, Readfield	685-4939	242-5437
Select Board Chair	Bruce Bourgoine	8 Old Kents Hill Road, Readfield	624-1977	
Select Board Vice Chair	Christine Sammons	8 Old Kents Hill Road, Readfield	412-779-4368	
Select Board member	Dennis Price	8 Old Kents Hill Road, Readfield	577-4919	
Select Board member	Kathryn Mills Woodsum	8 Old Kents Hill Road, Readfield	685-9094	441-2712
Select Board member	Ralph Eno	8 Old Kents Hill Road, Readfield	685-3177	
Maintenance	Anna Carll	8 Old Kents Hill Road, Readfield	685-4939	622-6404
Readfield Emergency Management Director	Lee Mank	1288 Main Street, Readfield	685-8187	458-9495
Deputy Readfield Emergency Management Director	Mike Nolette	Sturtevant Hill Road, Readfield		
Kennebec County Emergency Management Director	Sean Goodwin	125 State Street, Augusta	623-8407	441-6260
Senior Town Hall Administrative Staff Contacts	Deb Nichols Teresa Shaw	8 Old Kents Hill Road, Readfield	685-4939	
Public Information Officer	Eric Dyer	above	above	above
Readfield Fire Chief	Lee Mank	above	above	above
Amateur Radio Operator	Eric Dyer	above	Call Sign - KC1KDB	above
Readfield Town Health Officer	Oscar Thomas Feagin	365 Winthrop Road, Readfield	685-4042	459-9597
American Red Cross contact	United Valley Chapter	1180 Lisbon Street, Lewiston	795-4004	
Volunteer coordinator	John Perry	Route 41, Kents Hill	685-3531	

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## Appendix 2: Personnel Contact Information (alphabetic listing)

Bourgoine, Bruce	Select Board Chair	8 Old Kents Hill Road, Readfield	624-1977	
Carll, Anna	Maintenance	8 Old Kents Hill Road, Readfield	685-4939	622-6404
Dyer, Eric	Town Manager & Public Information Officer	8 Old Kents Hill Road, Readfield	685-4939	242-5437
Eno, Ralph	Select Board member	8 Old Kents Hill Road, Readfield	685-3177	
Feagin, Oscar Thomas	Readfield Local Health Officer	365 Winthrop Road, Readfield	685-4042	459-9597
Goodwin, Sean	Kennebec County Emergency Management Director	125 State Street, Augusta	623-8407	441-6260
Mank, Lee	Readfield Fire Chief & Emergency Management Director, Fire Chief	1288 Main Street, Readfield	685-8187	458-9495
Nichols, Deb	Senior Town Hall Administrative Staff Contact	8 Old Kents Hill Road, Readfield	685-4939	
Nolette, Mike	Deputy Readfield Fire Chief & Emergency Management Director	Sturtevant Hill Road, Readfield		
Perry, John	Volunteer coordinator	Route 41, Kents Hill	685- 3531	
Price, Dennis	Select Board member	8 Old Kents Hill Road, Readfield	577-4919	
Sammons, Christine	Select Board member	8 Old Kents Hill Road, Readfield	412-779-4368	
Shaw, Teresa	Finance Officer	8 Old Kents Hill Road, Readfield	685-4939	
Woodsum, Kathryn Mills	Select Board member	8 Old Kents Hill Road, Readfield	685-9094	441-2712

Appendix 3: Plan Participants (Identifies personnel named in the Plan)

<b>Plan Participant</b>	<b>Individual assigned</b>	<b>Address</b>	<b>Phone (land line)</b>	<b>Phone (cell)</b>
Town Manager	Eric Dyer	8 Old Kents Hill Rd, Readfield	685-4939	242-5437
Select Board Chair	Bruce Bourgoine	8 Old Kents Hill Road, Readfield	624-1977	
Select Board Vice Chair	Christine Sammons	8 Old Kents Hill Road, Readfield	412-779-4368	
Select Board member	Dennis Price	8 Old Kents Hill Road, Readfield	577-4919	
Select Board member	Kathryn Mills Woodsum	8 Old Kents Hill Road, Readfield	685-9094	441-2712
Select Board member	Ralph Eno	8 Old Kents Hill Road, Readfield	685-3177	
Maintenance	Anna Carll	8 Old Kents Hill Road, Readfield	685-4939	622-6404
Readfield Emergency Management Director	Lee Mank	1288 Main Street, Readfield	685-8187	458-9495
Deputy Readfield Emergency Management Director	Mike Nolette	Sturtevant Hill Road, Readfield		
Kennebec County Emergency Management Director	Sean Goodwin	125 State Street, Augusta	623-8407	441-6260
Senior Town Hall Administrative Staff Contact	Deb Nichols Teresa Shaw	8 Old Kents Hill Rd, Readfield	685-4939	
Public Information Officer	Eric Dyer	8 Old Kents Hill Rd, Readfield	685-4939	242-5437
Readfield Fire Chief	Lee Mank	1288 Main Street, Readfield	685-8187	458-9495
Amateur Radio Operator	Eric Dyer	8 Old Kents Hill Rd, Readfield	Call Sign - KC1KDB	242-5437
Readfield Town Health Officer	Oscar Thomas Feagin	365 Winthrop Road, Readfield	685-4042	459-9597
American Red Cross contact	United Valley Chapter	1180 Lisbon Street, Lewiston	795-4004	
Volunteer coordinator	John Perry	Route 41, Kents Hill	685-3531	

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#### Appendix 4: Emergency Operations Center and Backup Emergency Operations Center

Locations in order of preference or depending on emergency location:

- Fire Station,
- Town Office,
- Readfield Elementary School,
- Maranacook Middle School or High School,
- Kents Hill School

Tables, chairs, computers will be available in each location. EOC kits will be located in at least three locations, currently the Town office, RES, Middle School, and Kents Hill School.

Separate areas for general operations and briefings will be established at any EOC.

## Appendix 5: Contact Information for “At-Risk” individuals

A list has been developed and will be updated periodically by the Town Office, with a copy sent to the Fire Department. Updated list will be included in the EOC kits.

## Appendix 6: Matrix of Duties and Responsibilities

	<b>Developing and maintaining the Plan</b>	<b>Organizational arrangements in support of the Plan</b>	<b>Providing support during an emergency</b>	<b>Providing direct service during an emergency</b>	<b>Providing Public Safety during an emergency</b>
<b>Town Manager</b>	<ul style="list-style-type: none"> <li>• Participates in annual testing or review of the Plan.</li> <li>• Makes arrangement for annual testing or review of the Plan.</li> <li>• Completes ICS courses 100 and 700.</li> </ul>	<ul style="list-style-type: none"> <li>• Activates and administers Town volunteer force</li> <li>• Arranges for contact of the American Red Cross to arrange for sheltering and feeding support</li> <li>• Assists in acquiring and managing of emergency supplies will be stored at the Readfield Fire Station.</li> <li>• Funnel requests for emergency funding to the Select Board.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Manages the recruitment and use of volunteers</li> <li>• Arranges for personal services to the Staff such as food, water, etc.</li> <li>• Arranges for physical security of the EOC</li> <li>• Reserves space, at the EOC, for the American Red Cross representative(s)</li> <li>• Establishes a network for telephones (and cell phones) in the EOC and ensures a directory of all town departments and agencies is available to all groups</li> <li>• Ensures that all personnel are familiarized with the emergency communications arrangements.</li> <li>• Notifies the American Red Cross Shelter Service of the need for shelter services.</li> <li>• Serves as liaison between the Town and the American Red Cross Shelter</li> <li>• Coordinates outside shelter assistance requested from Town Departments and/or agencies.</li> <li>• Coordinates resources for evacuation of citizens.</li> <li>• Refers legal issues to Town Attorney</li> </ul>	<ul style="list-style-type: none"> <li>• If the nature of the disaster requires that decontamination procedures are necessary, assistance will be requested through the Select Board to the County EMA Director.</li> <li>• If deemed appropriate, the Town Manager will be consulted prior to release of shelter occupants. Public safety will be a major concern in order to ensure that any remaining hazards have been identified and that shelter occupants have received adequate information for their personal protection.</li> </ul>	

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Public Information Officer	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Notifies the following personnel when an emergency has occurred: <ul style="list-style-type: none"> <li>The Kennebec County Emergency Management Director</li> <li>Select Board Chair</li> <li>Kennebec County EMA Director</li> <li>On-call Law Enforcement Agency</li> <li>Maintenance , with instruction to prepare the EOC</li> <li>Senior Town Hall Administrative Staff Contact, with instruction to contact remainder of Town staff,</li> </ul> </li> <li></li> </ul>		<ul style="list-style-type: none"> <li>Selects personnel to assist in providing fast accurate reporting during emergencies.</li> <li>Coordinates the collection and evaluation of information instructions for the public.</li> <li>Maintains a list of local news media personnel within the town together with their telephone numbers.</li> <li>Establishes an information center at the Emergency Operations Center for the media.</li> <li>Prepares news releases with Select Board and Emergency Management Director. Coordinates public information concerning shelters</li> </ul>	
Select Board Chair	<ul style="list-style-type: none"> <li>Participates in annual testing or review of the Plan.</li> <li>Will perform (or cause to be performed) an “after-the-emergency” debriefing of all participants.</li> </ul>	<ul style="list-style-type: none"> <li>Alerts other members of the Select Board</li> <li>Meets with EMD to determine if Emergency Op Plan needs to be activated.</li> </ul>			
Select Board	<ul style="list-style-type: none"> <li>Approves changes to the Plan</li> <li>Participates in annual testing or review of the Plan.</li> <li>Assures that cost of conducting annual testing or review is included in Town budget.</li> <li>Assures that the Plan is fully</li> </ul>	<ul style="list-style-type: none"> <li>Activates the Emergency Operations Plan</li> <li>Activates the Emergency Operations Center (Backup Site)</li> <li>Monitors progress of the Emergency Operations Plan through to completion</li> <li>Coordinates support from the Kennebec County Emergency Management Agency.</li> <li>Works with the</li> </ul>		<ul style="list-style-type: none"> <li>Attends all disaster briefings and works with the Public Information Officer (Town Mgr.) and approves news releases.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

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	<p>staffed at all times, and that the Plan personnel shown in Appendix 3 are identified.</p> <ul style="list-style-type: none"> <li>• All Select Board members will complete ICS courses 100 and 700.</li> </ul>	<p>designated Readfield Emergency Management Director/Fire Chief and Town Manager to provide general support.</p> <ul style="list-style-type: none"> <li>• Chairs all Emergency Management ongoing status meetings.</li> <li>• Authorizes activation of shelters through American Red Cross</li> <li>• Authorizes assistance of County EMA Director for decontamination procedures.</li> <li>• Authorizes necessary emergency funding requests.</li> <li>• Authorizes evacuation of Town areas upon recommendation of Emergency Management Director</li> <li>• Authorizes notification of Town businesses during an emergency.</li> </ul>			
Maintenance	<ul style="list-style-type: none"> <li>• Participates in annual testing or review of the Plan.</li> <li>• Receives training in Emergency Operations Preparation (in accordance with floor-plan) for department personnel.</li> <li>• Maintains local contractor in state of readiness to provide emergency services</li> </ul>	<ul style="list-style-type: none"> <li>• Calls in local contractors as needed to supplement staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepares EOC for use by emergency providers, according to prearranged layout.</li> <li>• Provides other support services at direction of Town Manager.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducts road damage assessments</li> <li>• Reports to the Emergency Operations Center, if opened, and recommends its opening if the situation warrants.</li> <li>• Assumes responsibility for: <ul style="list-style-type: none"> <li>• Day-to-day emergency operations of contractors, and coordination with other Town agencies.</li> <li>• Approving and maintaining records of contractor activities.</li> <li>• Clearing debris from Town roads.</li> <li>• Supplying emergency power as needed to emergency shelters.</li> <li>• Coordinating emergency transportation services through the Town Leaders and Town</li> </ul> </li> </ul>	

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				<p>Emergency Management Director.</p> <ul style="list-style-type: none"> <li>• Maintaining/repairing Town equipment and vehicles.</li> </ul>	
Readfield Emergency Management Director/Fire Chief	<ul style="list-style-type: none"> <li>• Participates in annual testing or review of the Plan.</li> <li>• Completes ICS courses 100, 700, 701, 702, 704.</li> </ul>	<ul style="list-style-type: none"> <li>• Assures elements of the Plan are compliant with National Incident Management System (NIMS).</li> <li>• Assures that any changes to the Plan are recommended to Select Board for approval.</li> <li>• Assures that a Deputy Emergency Management Director is appointed by the Town.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to the disaster site and determines the recovery strategy that should be used</li> <li>• Determines the capability of the Town to respond to the situation and whether outside assistance is needed.</li> <li>• Develops and maintains a town situation map identifying problem areas and deployment of responders at the Emergency Operations Center</li> <li>• Reports to the Emergency Operations Center (Readfield Fire Station) and conducts a briefing of the recovery strategy to be used and resource requirements with the Select Board Chair, Town Manager, Department Heads, and the Kennebec County EMA Director.</li> <li>• Prepares for disaster briefings with the Select Board, department heads, and the Town Manager</li> <li>• Ensures all department heads have communication capabilities.</li> <li>• Assigns duties to Town Departments that shall be the same or similar to their normal duties.</li> <li>• Monitors the rescue and recovery processes and responds where</li> </ul>	<ul style="list-style-type: none"> <li>• Develops an evacuation plan with the Select Board, Town departments, Law Enforcement, and County EMA</li> <li>• Coordinates with Schools for access to buses</li> </ul>	<ul style="list-style-type: none"> <li>• Requests Public Safety assistance as necessary from Maine State Police or from Kennebec County Sheriff's Office.</li> </ul>

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			needed.		
Readfield Fire Chief and Readfield Fire Department	<ul style="list-style-type: none"> <li>Participates in annual testing or review of the Plan.</li> </ul>		<ul style="list-style-type: none"> <li>Performs fire inspections in designated shelters</li> </ul>	<ul style="list-style-type: none"> <li>Provides direct emergency services as directed by the Emergency Management Director.</li> <li>Verifies warnings before dissemination</li> <li>Alerts the Emergency Operations Center Staff when it is activated</li> <li>Disseminates a warning to the public using sirens, public address systems, town agencies, volunteers, and media as required.</li> <li></li> </ul>	
Readfield Admin. Staff	<ul style="list-style-type: none"> <li>Participates in annual testing or review of the Plan.</li> </ul>		<ul style="list-style-type: none"> <li>Reports to the EOC and contacts communications, office supply, and other vendors as directed.</li> <li>Ensures the EOC is equipped with the necessary office supplies, area maps, and easel</li> <li>Ensures that information received from departments deployed in the field is recorded and passed to the Emergency Management Director for evaluation</li> <li>Tracks all expenses that relate to Town recovery efforts</li> <li>Provides disaster notifications to Town employees</li> </ul>		

Volunteer personnel				<ul style="list-style-type: none"> <li>• Verifies warnings before dissemination</li> <li>• Assist the Fire Department in warning the public, as directed</li> <li>• Conducts door-to-door warnings necessary for part of the population.</li> <li>• Verifies that nursing homes, major industries and other key locations have been notified.</li> <li>• Provides support under the direction of the Red Cross at shelters.</li> <li>• Maintains a log of incoming and outgoing messages concerning shelter operations.</li> </ul>	
American Red Cross		<ul style="list-style-type: none"> <li>• Recruits necessary volunteers to compliment the Shelter Operations Staff.</li> <li>• Manages the emergency shelters. Provides assistance in feeding with any volunteers.</li> <li>• Members of the American Red Cross and volunteers, recruited from County agencies or the local populace, will constitute each individual shelter organization.</li> </ul>	<ul style="list-style-type: none"> <li>• An American Red Cross representative may report to the Emergency Operations Center when necessary to assist in the coordination of shelter operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinates with the Town Emergency Management Director for any additional support that can be provided by local government agencies.</li> <li>• Shelters in the Town of Readfield will not normally be stocked. The American Red Cross will obtain supplies through local sources when possible.</li> <li>• Health requirements and inquiries about missing persons will be the responsibility of the American Red Cross assisted by Town Health Officer, if necessary.</li> </ul>	

## Appendix 7 Forms to be used in materials procurement during an emergency

See separate attached FEMA sheet examples.

## Appendix 8: Acronyms used in this document

“Town” = Town of Readfield

“Plan” = Town of Readfield’s Emergency Operations Plan

“EOP” = Emergency Operations Plan

“NIMS” = National Incident Management System

“EMA”, “County EMA” = Kennebec County Emergency Management Agency

“EOC” = Emergency Operations Center

“PIO” = Public Information Officer

“ARC” = American Red Cross

“HAZMAT” = Hazardous Materials

“DEP” = Maine Department of Environmental Protection

“EMS” = Emergency Management Services

“MEMA” = Maine Emergency Management Agency

## Appendix 9: Town businesses

A list has been developed and will be updated periodically by the Town Office, with a copy sent to the Fire Department. Updated list will be included in the EOC kits.