



**TENTATIVE AGENDA
REGULAR TOWN COUNCIL MEETING in COUNCIL CHAMBERS
& PUBLIC ATTENDANCE via ZOOM ONLY
THURSDAY, JANUARY 14TH, 2021
4:30 PM**

'This is a fragrance-free building. Please help us to accommodate our co-workers and clients who are chemically sensitive to fragrances and other scented products. Thank you for not wearing perfume, aftershave, scented hand lotion, fragranced hair products, and or similar products.'

1. Roll Call
2. Pledge of Allegiance
3. Approval of Minutes: December 10, 2020 Executive Session, December 18, 2020 Executive Session and January 6, 2021 Executive Session.
4. Adjustments to the Agenda

OLD BUSINESS:

NEW BUSINESS:

Special Presentations:

- a) Matthew Delaney – Millinocket Memorial Library
- b) Tom Malcolm - Emergency Operations Plan

5. Interim Town Manager's Report
6. ORDER #3-2021 Approval of the Warrant for January 14, 2021
7. ORDER #4-2021 Approval of an Entertainment License Application (Elks)
8. ORDER #5-2021 Approval of a Liquor License Application (Elks)
9. ORDER #6-2021 Approval of an Application to the Board of Appeals (Bernard)
10. ORDER #7-2021 Approval of Re-Appointment of Registrar (Town Clerk/Lakeman)
11. ORDER #8-2021 Approval to Update Building Code Books
12. ORDER #9-2021 Approval to Increase Legal Department Budget
13. ORDER #10-2021 Approval for Maine Department of Transportation (DOT) Grant
14. ORDER #11-2021 Approval of Funds to Restructure Salary for Airport Manager
15. Reports and Communications:

- a. Warrant Committee for January 28, 2021 Council Meeting: Councilor Bragdon and Councilor Danforth.
- b. Chair's Committees Reports
- c. Two Minute Public Comment

16. Adjournment:

The Town of Millinocket will enforce Social Distancing Mandate Regulations. Public Comments and Zoom attendance requests can be emailed to the Town Manager Prior to the Meeting: manager@millinocket.org or call (207) 723-7000 Ext.5 to make special arrangements. The meeting is also streamed live for your convenience @ townhallstreams.com, find the direct links on our website @ millinocket.org. We thank you for complying.

****Stay Healthy, Stay Safe****

Citizen Guide to Town Council Meetings

This is an overview of information related to Council Meetings. We hope it is helpful to understanding the process. Thank you for participating in our local government. The town meeting is a place where the public is encouraged to participate. Below are common terms:

- **Order** - Item of business to be proposed (motioned) to council for discussion and vote.
- **Motion** - A Councilor proposal to the whole Council for discussion and vote. This could include an Order, an Amendment, or other. Any councilor can make a motion at any point in time during a Town Council meeting, regardless of whether it is on the agenda or not.
- **Second** - A "second" is used when a councilor supports an order to be discussed and voted upon. Without a "second" an order or motion does not get discussed or voted on.
- **Amendment** - A change to an original order, which can be motioned by a councilor and approved or voted down by the whole Council.
- **Minutes** - Summary of past meetings, including votes and discussion, that needs Council approval for officially entering the record.
- **Parliamentary Procedure**- This is the protocol used and questions go to the Council Chair. The Council follows Robert's Rules of Order. The Council adopted additional procedures at the initial session of a new term.
- **Warrant**- A list of articles for items the Council may act on, which usually comes in the form of approving expenditures.
- **Mill Rate** - Tax rate. The tax rate determines what is paid in property taxes. It is stated in "so many dollars per thousand dollars of valuation." Residential property owners may want to seek homestead exemptions or Veterans exemptions (for qualified veterans) to potentially lower their property tax rate, which may be done through the town's Tax Assessor.
- **Two Minute Public Comment** - Typically the last agenda item provides any member of the public an opportunity to express general concerns, thoughts or feedback publicly. The Council invites any and all people to speak. Questions directed at the Council or Manager will be answered at the following Council meeting; this part of the agenda is not interactive.
- **Executive Sessions** - These are private meetings held by the Council when certain matters must be kept confidential to protect other parties, as required by US and/or Maine law, Town Charter, or by contract. This could include personnel issues, legal issues, economic development issues or other. No action by the Council can be taken in Executive Session--only in public Council meetings can any vote or decision be made by the Council.
- **To ask questions** or offer feedback during Town Meetings, the public may do so within the public comment period of each order on the agenda. Any Councilor motion will be open to both the Council and the Public for discussion.

The public is asked to be respectful and orderly. It is of the Council Chairman's discretion to determine whether a public comment is disrespectful or inappropriate in nature, at which point the Chairman may request the ceasing of comment or removal of the public member.

Millinocket publishes the draft agendas on the website and Facebook prior to meetings. If you have questions, you may ask the manager and/or a Town Councilor before the meeting. The town website is www.millinocket.org.

HOW CAN I GET MORE INVOLVED? Come up and speak or submit a written statement to the Council Chairman and/or Town Manager. The Town Council is always seeking public input to ensure all perspectives, beliefs and desires of the public are considered. Want to do more? Become an appointed member of a committee! The Town publishes these openings on the website, Facebook, and local newspaper. You may also request to serve on an existing subcommittee by filling out a form on the town website at:
<https://millinocket.org/government/committees-and-boards/>.

December 10, 2020

The Executive Session was brought to order via Zoom at 3:02 pm by Chair Golieb.

Roll Call:

Town Council Members Present:

Golieb	Jackson
Bragdon	Pray
Pelletier	McEwen
Danforth	

Also, in attendance: Interim Town Manager Dr. Annette Padilla, Legal Counsel Dean Beaupain, Police Chief McDunnah, Detective McLaughlin, Admin. Asst. Angela Cote, Chair Mike Michaud and Selectman Clint Linscott.

ORDER #304-2020 PROVIDING FOR: Executive Session of the Town Council.

IT IS ORDERED that the Millinocket Town Council enter into executive session pursuant to Title 1 M.R.S.A. § 405(6)(E) Consultations with Legal Counsel.

Motion – Pelletier Second – Danforth Vote 7-0

Following exited Zoom at 3:31pm:

Chief McDunnah, Detective McLaughlin, Angela Cote, Chair Mike Michaud, and Selectman Linscott.

Adjourn @ 4:12 pm -Motion – Pelletier

Second – Pelletier

Vote 6-1 (Pray/Opposed)

December 18, 2020

The Executive Session was brought to order via Zoom at 4:37 pm by Chair Golieb.

Roll Call:

Town Council Members Present:

Golieb	Jackson
Bragdon	Pray
Pelletier	McEwen- Excused
Danforth	

Also, in attendance: Interim Town Manager Dr. Annette Padilla, Legal Counsel Dean Beaupain, Police Chief McDunnah, Detective McLaughlin, Admin. Asst. Angela Cote, Chair Mike Michaud and Selectman Clint Linscott.

(Out of Rotation-Unused)

ORDER #303-2020 PROVIDING FOR: Executive Session of the Town Council.

IT IS ORDERED that the Millinocket Town Council enter into executive session pursuant to Title 1 M.R.S.A. § 405(6)(E) Consultations with Legal Counsel.

Motion – Danforth Second – Pray Vote 6-0

Councilor Pray excused at 4:55pm

Chief McDunnah, Detective McLaughlin, Angela Cote, Chair Mike Michaud, and Selectman Linscott excused at 4:59pm.

Adjourn @ 5:34 pm -Motion – Pelletier

Second – Bragdon

Vote 6-0

January 6, 2021

The Executive Session was brought to order via Zoom at 4:39 pm by Chair Golieb.

Roll Call:

Town Council Members Present:

Golieb	Jackson
Bragdon-via phone	Pray
Pelletier	McEwen
Danforth	

Also, in attendance: Interim Town Manager Dr. Annette Padilla, Legal Counsel Dean Beaupain, Joel Moser (Legal), Town Assessor Lorna Thompson and Richard Angotti (IT).

ORDER #1-2021 PROVIDING FOR: Executive Session of the Town Council.

IT IS ORDERED that the Millinocket Town Council enter into executive session pursuant to Title 1 M.R.S.A. § 405(6)(E) Consultations with Legal Counsel for Discussion of legal Issues.

Motion – Danforth Second – Pelletier Vote 6-0

Councilor Pray excused at 4:55pm

Joel Moser (Legal) and Town Assessor Lorna Thompson excused at 4:50pm,
Legal Counsel Dean Beaupain excused at 5:04pm,

Motion to Adjourn Order#1-2020 at 5:56pm- Pelletier, Second-Bragdon, Vote 7- 0

In @ 5:58pm

Town Council Members Present:

Golieb	Jackson
Bragdon-via phone	Pray
Pelletier	McEwen
Danforth	

Also in attendance: Don Gerrish (Manager Search), Richard Angotti (IT),

ORDER #2-2021 PROVIDING FOR: EXECUTIVE SESSSION OF THE TOWN COUNCIL

IT IS ORDERED that the Millinocket Town Council enter into executive session pursuant to Title 1 M.R.S.A. Section 405.6(A) for discussion of a personnel matter.

Motion- Danforth Second-Bragdon Vote 7-0

Adjourn @ 6:40 pm -Motion – Pelletier

Second – Bragdon

Vote 7-0

The Town of Millinocket, Maine



2021
Emergency Operations Plan

Millinocket, Maine Emergency Operations Plan

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Millinocket, Maine Emergency Operations Plan

EMERGENCY PROCLAMATION and EMERGENCY POWERS

The Millinocket Town Council shall have the power and authority to issue a proclamation that an emergency exists under the conditions specified in Title 37-B M.R.S.A. sec. 742. The proclamation may declare the fact that an emergency exists in any or all sections of the Municipality. A copy of such a proclamation shall be filed within twenty-four (24) hours with the Town Clerk.

(A) Notwithstanding the above, when consultation with the Town Council would result in a substantial delay in an effective response in alleviating or preventing an emergency or disaster, the Emergency Management Director or designee is authorized to take whatever actions are necessary to prevent the loss of life and property in the Town of Millinocket.

(B) Whereas the Town Council is charged with the responsibility for the well-being of citizens within said Town; and

(C) Whereas the Town Council is in session only at special times, and when the Emergency Management Director is not available, they have empowered the Penobscot County Emergency Management Agency Director with the authority to proclaim an emergency state for or within the said Town should it exist.

(D) The Millinocket Emergency Operations Plan shall be the Town's governing document for emergency response and recovery by all municipal organizations. An emergency shall be defined as an event that threatens the life, safety, and property of the residents or visitors of Millinocket or destruction of the environment.

EMERGENCY OPERATIONS PLAN APPROVAL TOWN OF MILLINOCKET

The Emergency Checklist Plan for the Town of Millinocket has been approved.

Council Chairman

Date

Town Manager

Date

Emergency Management Director

Date

Millinocket, Maine Emergency Operations Plan

BASIC PLAN

PURPOSE

This emergency operations plan identifies hazards, vulnerabilities and the likelihood and severity these hazards will impact the community's vulnerabilities. This plan defines the efforts and resources to mitigate the effects and prepare for and respond to an emergency or disaster event.

SITUATION AND ASSUMPTIONS

The Town of Millinocket could experience disaster situations that are local or statewide. Local disasters could include forest fires, hazardous materials incidents, mass casualty incidents, building collapses, or a school attack. Statewide disasters may include flooding, prolonged power outages and severe winter storms. A Hazard Risk Assessment was completed with the following results:

Severe winter storms have the potential of shutting down the community by blocking roads, knocking out electrical power distribution, freezing facilities, and trapping people.

Since most of Millinocket is forestland, the entire town is very susceptible to an out-of-control **wildland/forest fire** and could cause severe property damage and limited loss of life.

A **Mass Casualty Incident** could occur resulting from a passenger vehicle accident, or as a result of any of the described disaster hazards. Since Millinocket has only 3 ambulances, this situation will be very difficult to manage. Response times will be delayed.

There are over 100 properties within the Millinocket Floodplain. The most likely damage from **flooding** will be to roadway sections that contain bridges or culverts and through erosion of gravel roads.

Though **hazardous materials** could be transported on any community road, the greatest traffic flow of hazardous materials is along Routes 157 & 11. The residences and public school along this traffic corridor are most susceptible to a HazMat incident.

Other hazard events could occur but are very unlikely. As such, this plan will develop an All-Hazards Emergency Response, but will not define other hazards in the Hazard Attachments.

Millinocket, Maine Emergency Operations Plan

EVENT	LOCATION	LIKELIHOOD	DAMAGES
Winter Storm	Entire Town	Frequent	Frozen plumbing & loss of power
Wildland Fires	Entire Town	Occasional	Forests & Homes
Flooding	Gravel Roads & low-lying areas along brooks & ponds	Frequent	Roadways & Homes
HazMat Incident	Anywhere	Occasional	Environmental & Roadway
Mass Casualty	Anywhere	Probable	Loss of Life
Utility Failure	Entire Town	Occasional	Frozen plumbing & loss of power
Summer Storm	Entire Town	Frequent	Homes & loss of power
Disease/Pandemic	Entire Town	Probable	Economic & Social Disruption, Loss of Life
Tornado	Anywhere	Probable	Environmental, Homes & Loss of Life
Earthquake	Entire Town	Probable	Environmental, Loss of Life, Homes & Roadways
Terrorism/WMD	Anywhere	Probable	Infrastructure & Loss of Life
Dam Emergency	Entire Town	Probable	Environmental, Loss of Life, Homes & Roadways
School Violence	Granite Street School Millinocket Middle School Stearns High School	Probable	Social Disruption & Loss of Life

The Town of Millinocket has contracted fulltime law enforcement provided by East Millinocket Police Dept., medical services, public works and wastewater departments. Regional hospitals are in Millinocket, Lincoln and Bangor. The Towns of Millinocket, East Millinocket, and Medway provide ambulance services. The Orono Hazmat Team/Regional Response Team will provide hazmat response. Bragdon Bus Service could provide emergency public transportation. Fire Protection services are handled by the Millinocket Fire Department with mutual aid responses from East Millinocket Fire and Medway Fire.

The likelihood of a disaster situation occurring in Millinocket that could cause multiple deaths or injuries is very low. There are no large passenger transportation services. There are no structures over 5 stories. Local forest fires are not swift and timely evacuations of the very low population density would not be difficult. Residents are accustomed to dealing with winter storms and power outages. There are 4 bridges in town and 146 homes are in flood zones. The major portions of transported hazardous materials consist of petroleum products and the hazards would be localized. School attacks present the only real danger to life, but the likelihood is remote.

Millinocket, Maine Emergency Operations Plan

Population & Age Statistics

Total Year-Round Population	4506
Under 5 Years	156
18 Years and Over	3807
65 Years and Over	1110
Median Age	51

Housing & Density Statistics

Total Housing Units	2586
Occupied Housing Units	2167
Owner-Occupied Housing Units	1591
Renter-Occupied Housing Units	576
Vacant Housing Units	419
People per square mile*	246
Houses per square mile*	168

Social and Economic Statistics, 2010

Total Labor Force	1940	
Per Capita Income	\$20,414	
Median Household Income	\$35,931	
Total Municipal Valuation, 2012 *	\$250,724,950	* Not a Census Bureau Statistic

CONCEPT OF OPERATIONS

The Emergency Management (EM) Director is responsible to the Town Manager for coordinating disaster response activities, requesting resources from mutual aid partners and from the County and for compiling disaster information. The Town Council is legally responsible for the function of the local government.

The Fire Chief is also the (EM) Director for the Town of Millinocket.

Disaster or major emergency notification will most likely come from the National Weather Service (NWS), the Emergency Alert System (EAS), the Penobscot County Regional Communication Center (PRCC) telephone call or radio-page to the Millinocket Fire Department, a Penobscot County EMA "Fan-out" (dissemination of information), or by announcements on area television and/or radio broadcasts as well as the Town of Millinocket Web Site and social media pages.

The Town Manager or the EM Director may activate the Emergency Operations Center (EOC) or initiate the Emergency Operations Plan (EOP) if they determine that the disaster situation warrants the activation. Key town officers and citizens will be recalled to man the EOC.

The Town Council will issue an emergency declaration when the situation warrants the full use of resources to save lives and protect property. When the emergency is beyond the control and resources of the local government, a request for assistance may be made through the Penobscot County EMA to the Maine EMA and Governor. The Governor may declare a disaster within certain or all parts of Penobscot County and make State resources available to save lives, protect property and aid in disaster recovery.

Emergency response forces in Millinocket include the Fire Department and East Millinocket Police Department. The Fire Chief or Asst. Fire Chief may request aid from neighboring communities. Currently, the Fire Department has written mutual aid agreements with two other towns, there is also a Penobscot County Mutual Aid Agreement.

For a localized emergency, such as a mass casualty incident, an Incident Commander (IC) will assume command at the scene. Communications will be established between the IC and the EOC. Most of the logistical, finance and planning capabilities will be located at the EOC. The IC will retain all Operations Section personnel and some limited logistical and planning support.

Millinocket, Maine Emergency Operations Plan

For a wide area emergency, such as a severe winter storm, all emergency operations will be run out of the EOC. Emergency responders and emergency management personnel will be dispatched by the EOC for specific tasks such as checking up on residents during a prolonged power outage or delivering situation reports when hard line communications are out.

A limited EOC may also be activated if emergency and disaster support is being provided to other communities. This will be primary to coordinate logistics and monitor the situation. A large forest fire in the next community could eventually impact Millinocket, and certain preparedness actions should be started by the EOC.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following town officers may be tasked during a community emergency or disaster:

Town Council:

1. Assumes responsibility for the overall response and recovery operations by the municipality.
2. Approves the EOC manning assignments recommended by the EM Director.
3. Establishes a public disaster assistance program.
4. Approves press releases to the media.
5. Oversees the Damage Assessment program.

Emergency Management Director:

1. Establishes and maintains the town EOC.
2. Develops all town emergency plans and procedures.
3. Coordinates with Penobscot County and Maine EMA offices.
4. Coordinates with local American Red Cross (ARC) and School Districts.
5. Responsible for the town Emergency Public Information program.
6. Responsible for the tracking and assignment of emergency/disaster resources.
7. Establishes EOC communications and public warning systems.

Fire Chief:

1. Oversees all fire department resources and directs fire department operations.
2. Responsible for initiating and implementing emergency evacuations.
3. Coordinates with the Maine Forestry Service.

Public Works Director:

1. Coordinates road repair and maintenance.
2. Responsible for organizing the Damage Assessment program.

Shelter Officer: Appointed during emergency by EM Director to establish a Disaster Shelter.

Town Clerk and Treasurer:

1. Man's EOC telephones and records information.
2. Tracks disaster expenditures and pays bills authorized by the Town Council.

Police Chief:

1. Notifies town residents of special meetings and assistance programs.
2. Point of contact with law enforcement agencies.

Animal Control Officer: Coordinates services and assistance provided to animal victims.

Millinocket, Maine Emergency Operations Plan

Health Officer:

1. Report on the prevention and suppression of diseases and conditions dangerous to public health to the Commissioner of Human Services.
2. Receive and evaluate complaints concerning nuisances posing a potential public health threat within the town.
3. Order the suppression and removal of nuisances and conditions posing a public health threat found to exist.

ADMINISTRATION AND LOGISTICS

The Town Manager and the EM Director are responsible for the activation of this plan.

The Millinocket EM Director is responsible for the submission of reports to MEMA, through the Penobscot County EMA (PTEMA). Town officers provide reports of response activities, damages, and other related information to the EM Director. Each officer keeps records of actions, expenditures and financial obligations in emergency operations.

If local resources are inadequate during emergency operations, assistance is requested through mutual aid agreements. Agreements exist with other towns for emergency services. They also exist with State of Maine agencies for forest fire suppression, rural search and rescue, and riot control.

All town disaster expenditures must be approved by the Town Council on the Town Warrant. The Town Treasurer will complete all financial actions once the expenditures have been approved.

PLAN DEVELOPMENT AND MAINTENANCE

Deficiencies found in this plan should be summarized and submitted in writing to the EM Director when noted.

The EM Director maintains a file of recommended changes or improvements. He reviews the entire plan annually and ensures that all procedures, policies, data and responsibilities are current and reflect actual assignments.

All changes to the plan will be approved by the Town Council.

Millinocket, Maine Emergency Operations Plan

AUTHORITIES AND REFERENCES

A. Authorities

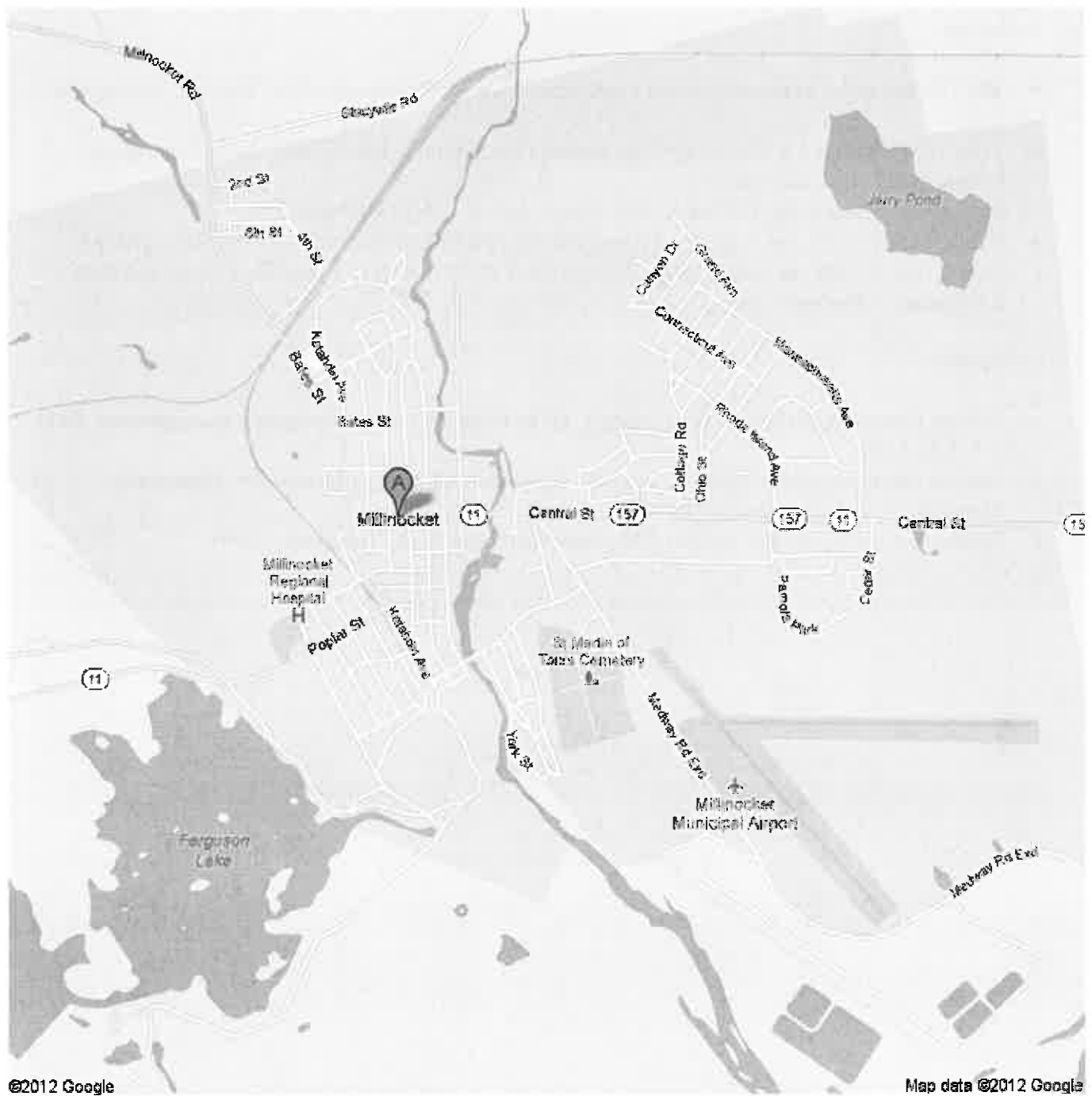
- The “Emergency Proclamation and Emergency Powers Ordinance of the Town of Millinocket”, 2012.
- Title 37B, Chapter 13, Maine Revised Statutes Annotated (MSRA), the Maine Emergency Management Act, as amended.
- Public Law 920-81, the Federal Civil Defense Act of 1950, as amended.
- Public Law 99-499, the Superfund Amendments and Reauthorization Act of 1986 (SARA).
- Public Law 93-288, as amended by Public Law 100-707, Robert T. Stafford Disaster Relief & Emergency Assistance Act.

B. References

- Federal Emergency Management Agency. Objectives for Local Emergency Management. CPG 1-5, July 1984.
- Federal Emergency Management Agency. Guide for All-Hazard Emergency Operations Planning. SLG-101, September 1996.
- Department of Homeland Security, National Response Plan, November 2004

Millinocket, Maine Emergency Operations Plan

Map of the Town of Millinocket



Millinocket, Maine Emergency Operations Plan

FUNCTIONAL ANNEXES TO FOLLOW

Millinocket, Maine Emergency Operations Plan

ANNEX A - DIRECTION AND CONTROL

PURPOSE

The Town of Millinocket employs a combination of full-time and paid-call emergency responders. This annex will give guidance on actions to be taken during emergencies by town officials and volunteers and the coordination efforts by the municipal officials with county, state and contractor personnel.

SITUATION AND ASSUMPTIONS

Many hazards can cause disasters of a magnitude that makes centralized direction and control necessary. The Millinocket EOC will be established by the Town Manager or EM Director if they feel the emergency warrants the establishment. Emergency staffing must be documented with the EMA Director for protection under State law.

CONCEPT OF OPERATIONS

The priority in emergencies is to save lives, limit injuries, limit damage to property, maintain the continuity of government, and return the area to normal.

By ordinance #34-2012 enacted February 23, 2012, the Town of Millinocket has established the National Incident Management System (NIMS) as the municipal standard for incident management. This system provides a consistent approach for the Town of Millinocket, Penobscot County, State of Maine and Federal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity. By adopting NIMS, the Town of Millinocket utilizes standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters. The NIMS Incident Command System (ICS) is utilized by all Millinocket emergency and disaster responders for incident management.

Normally, initial notification of an emergency will be a telephone call or radio-page from the Penobscot County Regional Communications Center (PRCC) to the Fire Department. Disaster or major emergency notifications will most likely come from the National Weather Service (NWS), the Emergency Alert System (EAS), a PRCC telephone call or radio-pager to the Fire Department, a Penobscot County EMA "Fan-out" to the EM Director, or by announcements on area television and/or radio broadcasts.

The Town Manager & Town Council have responsibility for the continuance of local government operations. The EM Director assists the Town Manager in this task. The Town Manager or the EM Director may activate the Emergency Operations Center (EOC) or initiate the Emergency Operations Plan (EOP) if they determine that the disaster situation warrants the activation. Key town officers, officials, and citizens will be recalled to man the EOC. The EOC can be activated at three different manning levels.

Millinocket, Maine Emergency Operations Plan

EOC ACTIVATION LEVELS

LEVEL	STATUS	ACTION
1	Standby	EOC Set up and ready to be activated
2	Increased Readiness	EM Director man the EOC on a temporary basis
3	Full Activation	Entire EOC staff recalled; 24 hours shifts established

The primary Emergency Operations Center (EOC) is set up at the Millinocket Fire Station on Aroostook Ave. The alternate EOC is located at the Public Works Garage on Cedar St. The EOC's communications capabilities include telephone and 2-way radios. All Fire Department personnel and EMA Director can be reached through the PRCC via radio-pagers. The Penobscot County EOC is located at 97 Hammond Street in Bangor, Maine.

If an on-scene command post is established, the incident commander is the senior officer on the scene from the emergency service best suited to handle the situation. For a situation involving a fire or hazardous materials, the Incident Commander will be the Fire Chief. For any incident involving a terrorist situation, the first or most senior law enforcement officer from the Millinocket Police Department will be the Incident Commander. The command post keeps the EOC informed of the situation. The EOC keeps the Penobscot County EOC informed.

ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

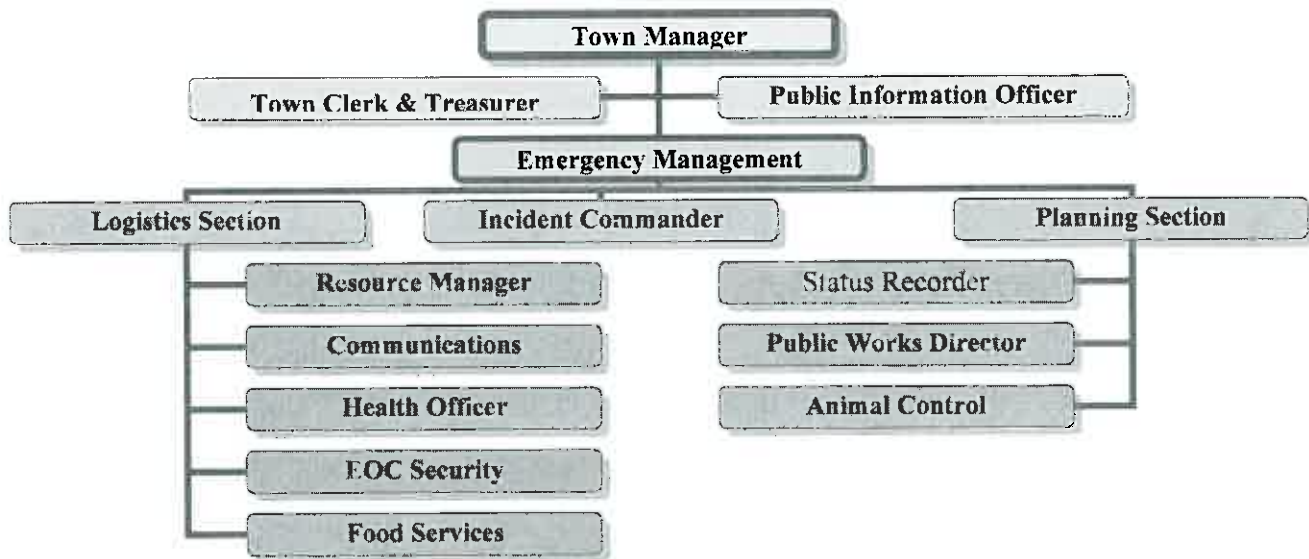
The Town Council exercises broad control over emergency operations. Councilors provide guidance on policy and approve information for the public. Town officers and officials manning the EOC assure work is accomplished in a mutually supportive way. The EOC staff keeps in contact with field forces and record their status, issue instructions to personnel, monitor progress, and keep the Town Council informed.

When directed by the Town Manager or by the EM Director, the EOC will be established and manned. At the discretion of the Town Manager or EM Director, the following town officials, officers, and volunteers may be included in the Town EOC:

Town Council	Make policy decisions and have responsibility for emergency response within the Town. They will carry out welfare general assistance as required.
Emergency Manager	Maintains the EOC and advises officials and agencies on emergency procedures. The EM Director activates the EOC when necessary, coordinates resources, emergency response and recovery efforts, and compiles damage assessment reports.
Town Clerk	Maintains official town documentation and completes all financial transactions, once approved by the Town Council.
Fire Chief	Directs the actions of the Fire Department. Coordinates with the Maine Forest Service on all Forest Fire issues.
Police Chief	Post officials notices to the public. Provides security for the EOC.
Animal Control Officer	Directs all actions dealing with animal emergencies.
Health Officer	Responsible for all public health issues. Coordinates with local hospitals and EMS units. He is responsible for protecting the public's health.
Public Works Director	Completes all roadway damage assessment actions and develops repair cost estimates.

Millinocket, Maine Emergency Operations Plan

Public Information	Provides emergency information to the public and to provide news releases to the media.
Resource Manager	Coordinates procured and donated supplies and materials. This individual will also be responsible for acquiring additional transportation and facility assets that are needed.
Communications Officer	Answers the phone and base radio. Dispatches emergency personnel.
Food Services	Organizes feeding and refreshments for EOC staff and emergency response personnel.
Status Recorder	Updates Incident Status information.
Volunteer Coordinator	Contacts and in-process all disaster volunteers. Works for the Resource Manager.



Millinocket EOC Layout

The following emergency functions will be accomplished during an emergency in Millinocket.

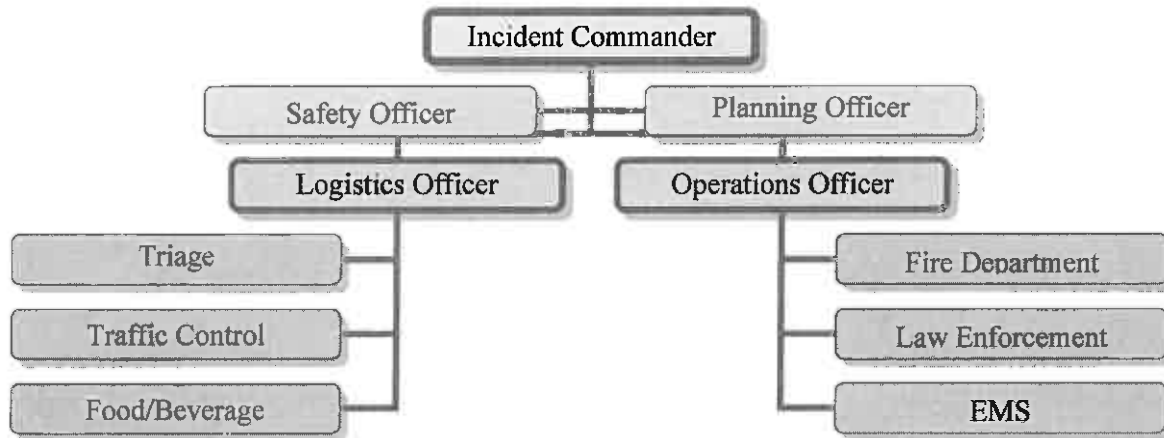
Law Enforcement: The Town of Millinocket has contracted police department with East Millinocket Police Dept. Operational communications will be established between the Incident Commander on scene and the Senior Law Enforcement Officer. The EOC will maintain landline communications with the PRCC to coordinate additional law enforcement requirements.

Fire Services: The Millinocket Fire Department consists of a combination of full-time and paid-call firefighters. Fire Department personnel may assist with damage assessment, search and rescue, firefighting, clearing debris, alerting the public, evacuation, and traffic control, if necessary.

Emergency Medical Services: The Millinocket Fire Department provides Emergency Medical Services. Operational communications will be established between the Incident Commander on scene and the Senior EMS Officer. The EOC will maintain landline communications with the regional hospitals.

Millinocket, Maine Emergency Operations Plan

Public Works: The Millinocket Public Works is responsible for highway maintenance, clearing debris, and will assist in damage assessment.



ADMINISTRATION AND LOGISTICS

The EOC may require 24-hour manning during the emergency period. Additional volunteers will need to be sought out.

Only the Town Manager may authorize emergency town expenditures. This will be done on a town warrant.

Situation reports are compiled twice daily or as requested and forwarded to the Penobscot County EMA; at 7 am and 6 pm. Each municipal officer keeps a record of major events during EOC operations. The EM Director develops the event log. The Communications Officer keeps phone traffic logs. Additional operational reports are submitted as requested.

Any requirements for food, water, emergency power, fuel, heavy equipment, and supplies that are more than the Town of Millinocket can provide should be submitted to the Penobscot County EMA by the Town Manager or EM Director.

The Town of Millinocket is limited in its response and recovery capabilities. Many services will require mutual aid from other communities and from state agencies.

Millinocket, Maine Emergency Operations Plan

MUTUAL AID CHART

AGENCY	1st RESOURCE	2 nd RESOURCE	3 rd RESOURCE
Emergency Management	Penobscot County EMA 945-4750	Maine EMA 1-800-452-8735	FEMA Region I 1-800-621-FEMA
Law Enforcement	Millinocket PD Contracted through East Millinocket PD 746-3555	Penobscot County Sheriff's Dept. 947-4585	Maine State Police 1-800-452-4664 FBI 947-6670
Fire Protection	Millinocket FD 723-7026	East Millinocket FD 746-3555	Medway FD 746-9618
Public Works	Millinocket P.W. 723-7030	East Millinocket P.W. 746-3560	Bangor Hydro Elec. 1-800-440-1111
Ambulance Services	Millinocket Ambulance 723-7026	East Millinocket Ambulance 746-3555	Medway Ambulance 746-9618
Hospitals	Millinocket Regional Hospital 723-5161	Northern Light Eastern Maine Medical Center 973-7000	Penobscot Valley Hospital 794-3321
Red Cross	American Red Cross 941-2903		
Environmental Protection	Maine DEP 1-800-482-0777	U.S. EPA 1-800-424-8802	Maine Forest Service 287-2791
National Weather Service	NWS (Caribou) 492-0170		
HazMat Information	Nat. Response Center 1-800-424-8802	CHEMTREC 1-800-424-9300	CHEM-TEL 1-800-255-3924
MISC Resources	Poison Control Center 1-800-442-6305	Military Shipments 1-800-851-8061	Center for Disease Control 624-4674

The Town of Millinocket uses the National Incident Management System (NIMS) version of the Incident Command System (ICS). During any emergency, an Incident Commander will be identified in the field to coordinate emergency response and recovery forces. Normally, the IC will be the Senior Fire Officer (SFO) from the Fire Department. However, for incidents such as a multi-jurisdictional wildland fire or a hostage incident at the school, the IC could be a Police Office, County or State Official. In this case, if possible, the SFO will seek to establish a Unified Command in order to represent the jurisdiction of the Town of Millinocket.

A Millinocket IC or member of a Unified Command will maintain communications with and report to the Millinocket EOC, which will oversee all municipal activities. Most Planning, Logistics and Finance Section duties will be carried out at the Fire Department. The on-scene IC will assign a Planning Officer and Logistics Officer to coordinate support from the EOC and oversee planning and logistical resources located on-scene.

Millinocket, Maine Emergency Operations Plan

EOC CHECKLIST

X	ACTION
<input type="checkbox"/>	EOC Alert Status:
<input type="checkbox"/>	EOC Notification From:
<input type="checkbox"/>	Consider need to declare an emergency.
<input type="checkbox"/>	Notify all EOC staff and volunteers.
<input type="checkbox"/>	Activate and test all equipment.
<input type="checkbox"/>	Begin message and event logs.
<input type="checkbox"/>	Inspect emergency generator for fuel and start capability.
<input type="checkbox"/>	Begin plotting and posting events.
<input type="checkbox"/>	Brief staff upon arrival.
<input type="checkbox"/>	When "manned and ready", report to Penobscot County EMA (945-4750).
<input type="checkbox"/>	Review staffing pattern to ensure 24 hr. capability (If needed).
<input type="checkbox"/>	Conduct "time check".
<input type="checkbox"/>	Brief elected officials on status of EOC.
<input type="checkbox"/>	Check on food, water, and sanitation supplies and make appropriate arrangements.
<input type="checkbox"/>	Submit verbal and written situation reports to County EMA (Fax 942-8941).
<input type="checkbox"/>	Establish EOC security procedures.
<input type="checkbox"/>	Conduct periodic briefings for EOC staff.
<input type="checkbox"/>	Determine shelter requirements, status of electrical and telephone, road damages/closures, isolated personnel, medical problems, weather conditions, etc.
<input type="checkbox"/>	Review procedures for requesting assistance. Contact contractors for assistance.
<input type="checkbox"/>	Maintain records of expenditures.
<input type="checkbox"/>	Track mileage of vehicles used by town officials and volunteers. Track the work times of the town officials, EOC staff, fire department, and other volunteers.
<input type="checkbox"/>	Brief oncoming shift personnel of all events and pending actions.
<input type="checkbox"/>	Prepare initial damage assessment information for submission to Penobscot County EMA.
<input type="checkbox"/>	Contact area volunteer groups to assist with emergency recovery operations.

STATE of MAINE EMERGENCY / DISASTER SITUATION REPORT

18

Millinocket, Maine Emergency Operations Plan

	Jurisdiction:
9	SIT REP Summary/Notes/Comments:
10	Infrastructure Impacted: Major Roads/Highways/Bridges Closed: _____ Water/Sewer/electrical: _____ Airports/Railways/Ports/Other Closures: _____ Communications - towers, telephones: _____
11	Emergency Services: (Fire, EMS, Law Enforcement, Public Works, Hospitals, Volunteers, etc.) General Activities: Depts./Facilities/Equipment out of service: Mutual Aid Activities:
12	Damage Assessment: Underway <input type="checkbox"/> Y <input type="checkbox"/> N Form 7's to be submitted. Estimated % Complete: _____ Public Estimated % Complete: _____ Private Estimated % Complete: _____ Homes Estimated % Complete: _____ Business/Economic
13	Assistance Required: <input type="checkbox"/> No <input type="checkbox"/> Being Prepared <input type="checkbox"/> Attached <i>If assistance is required, please attach a completed Request for Assistance</i>
14	Prepared By: _____ Approved: _____ Time Sent: _____ Delivery Method: <input type="checkbox"/> Voice <input type="checkbox"/> Fax <input type="checkbox"/> email <input type="checkbox"/> Packet Radio <input type="checkbox"/> Courier <input type="checkbox"/> Modem

THE CONTENT OF THIS FORM IS INFORMATIONAL ONLY AND DOES NOT CONSTITUTE A REQUEST OF ANY TYPE

Rev 4/27/05

Millinocket, Maine Emergency Operations Plan

STATE of MAINE LOCAL EMERGENCY / DISASTER SITUATION REPORT

SITUATION REPORT INSTRUCTIONS

1. Introduction

During an emergency, information on the nature, severity, and extent of the hazard's effects must be collected and analyzed. The results must be reported through established channels. This information provides officials a logical basis for their response decisions.

Following a hazard incident, local field units must promptly conduct a rapid reconnaissance of affected areas to assess the situation and report the information to local officials. This information should be consolidated at each level. The information is then reported to the Penobscot County EMA.

Depending on the severity of the situation confirmed by the reports, a decision is made at each level of government on the declaration of a "State of Emergency".

When required, these actions are followed by a detailed assessment of damage to both the public and private sector. These estimates (in dollar amounts) serve as the basis for a request of a Presidential disaster declaration. (See Annex I - Damage Assessment).

2. Situation Reporting

Following the initial area reconnaissance, reports are required at least daily to provide detailed information to the various levels of government. Reports normally originate at the municipal level. They identify the area being reported on and include observed damage. They shall be submitted through the Penobscot County EMA to MEMA and consist of the following types of reports:

a. Verbal Reports: The first report is submitted by radio or telephone. Verbal reports are submitted as quickly as possible following a hazard incident.

b. Situation Reports: A refined Situation Report is prepared and submitted through the County to State EMA at least daily or as requested. This report defines affected areas, identifies closed roads and highways, estimates the number of dead or injured, homes damaged, and resources needed.

Reports will provide, as a minimum, the information contained in the Situation Report Form. (See Annex I - Damage Assessment for further reporting requirements.)

Millinocket, Maine Emergency Operations Plan

ANNEX B - COMMUNICATIONS

PURPOSE

Communications during an emergency are critical. This annex shall describe the communications capabilities of the Town of Millinocket. It shall also provide telephone and radio lists.

SITUATION AND ASSUMPTIONS

Most local emergencies should leave the telephone system intact, however certain disasters, such as a severe winter storm, could knock out telephone communications. Telephones shall be used as the primary means of communicating. Two-way radios shall be used as a secondary and augmenting means of communication to the telephone system and as the means to communicate with personnel in vehicles or in the field. As much as possible, e-mail shall be used to transfer photos and large amounts of data.

When neither telephone nor radios are functioning or unable to reach the intended party, runners may be used as an emergency stop-gap measure. Volunteers with appropriate vehicles (4WD, ATV, snowmobiles, etc.) will be requested to support this measure. Consideration should also be made to using and compensating volunteers with cellular and satellite phones. Additionally, Penobscot County EMA can activate ARES/RACES HAM radio personnel.

CONCEPT OF OPERATIONS

The EOC shall communicate by telephone whenever possible. The primary EOC phone number is 723-7026. The Alternate EOC phone number is 723-7030.

The Fire Department has about 10 hand-held two-way radios with PRCC, State Fire, Penobscot EMA and several local fire department radio frequencies. The Police Department has about 9 hand-held radios as well. Radio traffic may be relayed through the radio base station at the Fire Station.

The Fire Station has a multi-channel two-way radio base station. Contact with the PRCC and Penobscot County EMA is possible. All firefighters are issued a radio-pager. Page-outs may be initiated from the Fire Station or the PRCC. The Police Department also maintains a multi-channel two-way radio base station. All fire trucks and police cruisers are equipped with mobile radios.

The Town Office has computers, printers and photocopier. The Town Office and Fire Department both have Internet and E-mail connectivity. The Town's email address is: manager@millinocket.org. The Fire Department's email address is: chiefmalcolm@millinocket.org. The Police Department's email address is: empdchief@gwi.net. The Public Works Department's email address is: publicworks@millinocket.org. Reports and pictures can be e-mailed from the Town to the County or State government officers.

The Town Office can send and receive fax transmissions. The fax number is: 723-7002.

If the telephone system is down, then the radio system will become the primary means of communication. However, if power is lost, many of the radios and pagers may die if there is no means of recharging them. In this case, it may become necessary to set up a system of "runners". Runners are people with transportation who will be used to hand deliver messages.

Millinocket, Maine Emergency Operations Plan

ADMINISTRATION AND LOGISTICS

The EOC shall determine what communications requirements are needed and allocate town resources, as necessary.

Consideration should also be made to determine what private communication assets may be borrowed or rented from residents and volunteer groups.

RADIO FREQUENCIES

Agency	Transmit	Receive	PL Transmit	PL Receive
Millinocket Fire Dept.	154.980			
Millinocket Police Dept.	154.310			
Millinocket Public Works	156.105			
East Millinocket Fire Dept.	155.775			
East Millinocket Police Dept.	155.310			
Medway Fire Dept.	155.985	153.935		
TAC Millinocket	158.985	155.310	118.8	118.8
TAC Medway	158.985	155.310	167.9	167.9
TAC Almanac Mt. (Springfield)	158.730	155.490	82.5	82.5
TAC Picard Mt. (Dixmont)	155.490	158.730	114.8	114.8
TAC Black Cap (Eddington)	155.490	158.730	100.0	100.0
TAC Fish Hill (Lincoln)	155.490	158.730	94.8	94.8
TAC Bull Hill (Charleston)	155.490	158.730	107.2	107.2
COMM Millinocket	158.775	153.740	118.8	118.8
COMM Medway	158.775	153.740	167.9	167.9
COMM Almanac Mt. (Springfield)	158.775	153.740	82.5	82.5
COMM Picard Mt. (Dixmont)	153.740	158.775	100.0	100.0
COMM Black Cap (Eddington)	153.740	158.775	114.8	114.8
COMM Fish Hill (Lincoln)	153.740	158.775	107.2	107.2
COMM Bull Hill (Charleston)	153.740	158.775	77.0	77.0
State Fire	154.310	154.310		
Statewide Car to Car (Limited 1 to 3 miles)	154.695	154.695		
Maine State Police	154.905	154.905		
County Fire	154.295			
Millinocket Regional Hospital	155.355	155.355	14.8	14.8
Penobscot Valley Hospital	155.355	155.355	141.3	141.3
EMMC	155.350			

Millinocket, Maine Emergency Operations Plan

LOCAL TELEPHONE LISTING

POSITION	NAME	OFFICE PHONE	HOME/CELL PHONE
Council Chairman	Steve Golieb	723-7000	385-8008
Council Member	Jane Danforth	723-7000	723-1705
Council Member	Matthew Bragdon	723-7000	447-0006
Council Member	Randy Jackson	723-7000	249-5786
Council Member	Cody McEwen	723-7000	731-8023
Council Member	Louis Pelletier	723-7000	217-4206
Council Member	Charles Pray	723-7000	731-4017
Town Manager (Interim)	Dr. Annette Padilla	723-7000	447-1622
Town Clerk	Diana Campbell	723-7007	731-4402
EM Director	Thomas Malcolm	723-7026	447-0911
Fire Chief	Thomas Malcolm	723-7026	447-0911
Police Chief	Cameron McDunnah	746-3555	447-0894
Emergency Med. Services	Thomas Malcolm	723-7026	447-0911
Public Works Director	Ralph Soucier	723-7030	723-5381
Electrical Inspector	Jon Crawford	723-7005	447-1628
Code Enforcement Officer	Richard Angotti	723-7005	217-0385
Animal Control Officer	Lori Haskell	723-7019	731-1413
Health Officer	Thomas Malcolm	723-7026	723-4193/447-0911
Plumbing Inspector	Richard Angotti	723-7005	217-0385
School Superintendent	Frank Boynton	723-6400	754-7148
Bragdon Bus Service Inc.	Bruce Bragdon Mike Bragdon Sr.	Cell: 447-0701 Cell: 447-0700	Garage: 723-4437 Home: 723-8179
Millinocket Municipal Airport	Jeff Campbell	723-6649	723-6649
Wastewater Treatment	Jim Charette	723-7040	731-3534
Post Office		723-5921	
Shelter Officer	TBD		
Public Information Officer	TBD		
Resource Manager	TBD		
Damage Assessment	TBD		
Communications Officer	TBD		
Food Services	TBD		
Status Recorder	TBD		
Volunteer Coordinator	TBD		

TBD: To Be Determined

*Confidential phone numbers.

Millinocket, Maine Emergency Operations Plan

FAX MACHINE DIRECTORY

OFFICE	FAX NUMBER
Town Office	723-7002
Fire Department	723-7022
Police Department	723-7004
Public Works Department	723-7002
Penobscot County EMA	942-8941
Northern Light Eastern Maine Health Care	973-5738
Maine EMA	287-3178

EXTERNAL CONTACTS

AGENCY	LOCATION	TELEPHONE #
American Red Cross	Bangor	941-2903
Versant Power	Hampden	973-2000
Maine Water	Rockport	1-800-287-1643
CHEMTREC	Washington D.C.	1-800-424-9300
Civil Air Patrol	72 Broadlawn, Brewer	989-2842
FEMA Region I	Maynard, MA	617-223-9540
Forest Fire Control	Augusta	287-2275
General Aviation Weather	Bangor International Airport	1-800-992-7433
Maine DEP	Augusta	1-800-482-0777
Maine DOT (Spill Contain)	Bangor	941-4500
Maine EMA	Augusta	1-800-452-8735
Maine Floodplain Mgmt.	38 State House Station, Augusta	287-8063
Maine Geological Survey	22 State House Station, Augusta	287-2801
Maine State Police	Bangor Augusta	1-800-432-7381 1-800-452-4664
National Response Center	2100 2nd St. SW, Wash D.C.	1-800-424-8802
National Weather Service	810 Main Street, Caribou	492-0170
Poison Control Center		1-800-442-6305
Radio Station - Fm 106.5	49 Acme Rd, Bangor	989-5204
Radio Station - Fm 90.9	65 Texas Ave., Bangor	941-1010
Radio Station - Fm 94.5	Bangor	947-1234
Television Station-WABI/5	35 Hildreth St., Bangor	947-8321
Television Station-WLBZ/2	Mt Hope Ave., Bangor	942-4821
Television Station-WMEB/12	65 Texas Ave., Bangor	941-1010
Television Station-WVII/7	371 Target Ind. Circle, Bangor	945-6457
Penobscot County EMA	97 Hammond St., Bangor	945-4750
Millinocket Regional Hospital	200 Somerset St., Millinocket	723-5161
Northern Light Eastern Maine Health Care	417 State Street, Bangor	973-7000
St. Joseph's Hospital	360 Broadway, Bangor	262-5000
Penobscot Valley Hospital	7 Transalpine Rd., Lincoln	794-3321
Penobscot County Sheriff	85 Hammond St., Bangor	947-4585
Penobscot Regional Communications Center	97 Hammond St., Bangor	945-4636 1-800-432-7911

Millinocket, Maine Emergency Operations Plan

ANNEX C – ALERT & WARNING

PURPOSE

This annex describes the current warning capabilities of the Town of Millinocket and the responsibilities and procedures for activating and using them.

SITUATION AND ASSUMPTIONS

The primary National Warning System (NAWAS) warning point for Penobscot County is the Penobscot County Regional Communications Center (PRCC) located at 97 Hammond Street in Bangor. The PRCC number is 1-800-432-7911 or 942-7911. The PRCC is staffed on a 24-hour basis and notifies jurisdictions of warnings received. The Penobscot County EMA is the alternate warning point. The National Oceanic and Atmospheric Administration (NOAA) Weather Radio system serves the entire County. It also provides warnings of hazard situations, e.g., severe weather, national security and nuclear power incidents.

The primary local warning point is the Millinocket Fire Station, located on Aroostook Ave. The secondary warning point is the Millinocket Public Works Garage on Cedar St. The Fire Department members and EM Director can be radio-paged out by the PRCC. The EM Director is responsible for alerting the Town Manager and town officials. He is also responsible for providing warning to Stearns Junior/Senior High School, Granite Street School, and the public via warning devices and mobile notification.

CONCEPT OF OPERATIONS

The dispatcher at the Penobscot County Warning Point (PRCC) disseminates information to the local jurisdictions, by contacting the appropriate responding agencies.

The Emergency Alert System (EAS) is activated according to the Maine Emergency Alert System Plan. The Millinocket EM Director may contact the Penobscot County EMA Director or PRCC to request activation of the EAS system. Penobscot County will pass the request to the Maine Emergency Management Agency (MEMA) who can complete the EAS activation. The Millinocket EM Director or Town Manager may also contact area radio stations directly to request that they pass emergency information.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Millinocket Town Council is ultimately responsible for ensuring that alerting and warning capabilities exist, and special needs populations (school children and elderly) are notified.

The EM Director shall update town officers, officials and volunteer Phone Rosters, alert EOC Staff, relay fan-out information and report status to the Penobscot County EMA.

The EOC shall initiate warning communications to town residents through phone calls, traveling teams or by commercial radio stations.

Millinocket, Maine Emergency Operations Plan

ADMINISTRATION AND LOGISTICS

The EOC Communications Officer will make verbal and written reports of alert notifications received, actions taken, and times of completion. These reports are recorded and given to the EM Director.

MOBILE NOTIFICATION ROUTES

VEHICLE	ROADS (In Order) Starting from Fire Station
781	All roads & areas north of Central St.
783	All roads & areas south of Central St.

WARNING CHECKLIST

X ACTION

Received notification:

Fan-out Information:

If limited warning time, the following actions may be undertaken by the EOC and Fire Department.

- Telephone and Radio callout.
- Mobile notification routes with public address system or door to door notification.
- Warning notification to Millinocket schools.

Other public warning is used as available and as time permits.

- Radio announcements
- Television announcement

Keep signed logs of emergency communication traffic.

Millinocket, Maine Emergency Operations Plan

ANNEX D – EMERGENCY PUBLIC INFORMATION

PURPOSE

The Town of Millinocket must be able to disseminate official information and instructions to the public before or during a potential or actual emergency or hazard event. This annex describes the means, organization, and process by which this information will be provided and the duties of the Public Information Officer (PIO).

SITUATION AND ASSUMPTIONS

Town residents will need to be notified immediately if wildland fires, a hazardous materials incident, dam failure, or a terrorist situation forces them to either shelter in-place or to evacuate. Residents will need to be informed as soon as time permits, as to actions they should take during flooding of roads or a severe winter storm. School children, special needs population, including elderly living alone, should be notified and assisted first.

The primary means of dissemination will be by telephone. The EOC (Emergency Operations Center), under the direction of the PIO, will call key residents on each of the town roads and request they pass the word to their neighbors.

The secondary means of dissemination, especially within the immediate danger zone, will be by utilizing the Fire Department and Police Department sirens and public address system to warn the public of approaching dangers and to provide preparedness or recovery information. The Fire Department will also go door-to-door.

The Town Manager should consider contacting local broadcast, web site/social media, and print media to keep the public informed on the situation.

The Town is responsible for providing emergency public information for any disaster events that are solely within their jurisdiction. The County is responsible for providing and coordinating emergency public information for disasters that involve all or parts of the County.

CONCEPT OF OPERATIONS

The Town Manager and/or EM Director will initiate the dissemination of emergency public information.

The Town Media Center will be established at the Town Office for a major incident that broadcast media arrive in town. Media briefings are held as frequently as possible. Media releases are prepared in the EOC. The EOC will monitor radio & television news for media feedback and intelligence.

The Maine EMA activates the Emergency Alert System (EAS). The EOC will contact the Penobscot County EMA Director to request the State activation of EAS and/or NOAA Weather Alert system.

The Public Information Officer (PIO) is responsible for all contacts with the media.

Millinocket, Maine Emergency Operations Plan

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Either the Town Manager or EM Director will be the Millinocket Public Information Officer (PIO). An alternate PIO can be designated by either the Town Manager or EM Director. The PIO is responsible for providing emergency information to the public and media. If time permits, the PIO should coordinate any news releases with the Town Manager, or EM Director prior to release. Emergency public information shall be prioritized as follows:

1. Production and Dissemination of Information
2. Response to Public Inquiry
3. Monitoring and Control of Rumors
4. Media Relations

The PIO keeps logs of emergency information activities.

ADMINISTRATION AND LOGISTICS

Emergency information is released to the local media through the EOC. Information is verified before release. Rumors are investigated and correct information issued if necessary. Radio, television, and newspaper announcements are monitored to ensure accuracy.

Below are suggested actions for the Millinocket Public Information Officer (PIO) to take during an emergency. Changes may be made depending on the situation.

EMERGENCY PUBLIC INFORMATION CHECKLIST

X ACTION

- ☐ Ensure that information is clear, confirmed, and approved by the Town Manager or IC before release to the media or public. Do not release unconfirmed information or speculate on the extent of the emergency.
- ☐ Monitor news programs and review news articles for accuracy. Correct serious misinformation whenever possible.
- ☐ Provide sufficient staffing and telephones to handle incoming media and public inquiries (rumor control) and gather status information.
- ☐ Ensure that official spokespersons are thoroughly briefed about all aspects of the emergency.
- ☐ Initiate procedures for contacting people who may have been injured or suffered losses.
- ☐ Keep the Town Manager informed of all actions taken or planned.
- ☐ Maintain a chronological record of media contacts and releases of information, as well as a copy of all press releases.
- ☐ Keep Penobscot County EMA informed of all information released.

INCIDENT INFORMATION

Millinocket, Maine Emergency Operations Plan

Nature	
Location	
Time of Impact	
Casualties	
HazMat	
Explosives	
Cordon Size	
Evacuation Instructions	
Firefighting	
Public Dangers	
Decontamination	
Property Protection Measures	
Current Response Actions	
Who to Contact	

Millinocket, Maine Emergency Operations Plan

ANNEX E – EVACUATION & RE-ENTRY

PURPOSE

This annex will describe the provisions for the Town of Millinocket to ensure the safe and orderly evacuation of residents threatened by disaster situations.

SITUATION

Evacuation may be used to protect the health and safety of the public. Private vehicles and school buses are the primary means of transportation. Emergency services vehicles are also used when needed for incapacitated people. No one can be forced to leave their home, but efforts are made to inform every one of the threats and of help available for evacuees.

Town residents may be evacuated if they are threatened by an out-of-control wildland fire, a hazardous materials accident, or a terrorist situation. A wildland fire threat exists in all parts of town. The most likely location for a hazardous materials accident is along the State Route 157 & Route 11 traffic corridor. The most likely location for a terrorist situation is at one of the major hydro-electric dams (i.e., North Twin Dam or Ripogenus Dam).

A slow, controlled evacuation of a few personnel may take place in a severe winter storm. The most likely evacuees will be elderly residents or families who lose the ability to heat their homes.

CONCEPT OF OPERATIONS

The EM Director/Fire Chief will oversee a general evacuation of residents within the town. They may request assistance from the Penobscot County EMA and the State of Maine.

The characteristics, path, and magnitude of the hazard determine the number of people to be evacuated, the time available, the evacuation routes, and the distance of travel. The EM Director/Fire Chief is responsible for the final route determination. Evacuation will be coordinated with shelter operations, emergency information and traffic control operations.

The general population uses private transportation. Those without transportation, including elderly and handicapped are transported by other means. The EOC will contact Bragdon Bus Service in order to request school buses to aid in the evacuations (see Local Telephone Listing in Annex B).

Evacuation and re-entry instructions are given via radio, television, and by traffic control personnel. Signs and cones may be needed to help direct evacuees. In the event the bridge in Medway is out of service due to flooding or dam failure, evacuees will be sent to high ground within Millinocket.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Town Council is the authority for establishing evacuation policy.

The EM Director coordinates evacuation activities, compiles all evacuation information, and keeps the Town Manager informed. The Fire Department, with assistance from the Police Department, shall be responsible for traffic control and barricades. The Animal Control Officer will coordinate efforts for the evacuation and sheltering of animals, especially farm animals. Contact Penobscot County EMA to activate the Penobscot County Animal Response Team (PCART) if needed.

ADMINISTRATION AND LOGISTICS

Millinocket, Maine Emergency Operations Plan

The Town Manager, Fire Chief/EM Director, or Police Chief is responsible for ordering evacuation to protect the health and safety of the public. The first responding emergency services personnel initiates emergency evacuation of a threatened area and notifies their headquarters.

Attempt should be made to record the names of all those residents who have been evacuated.

Return to the evacuated area takes place when it is deemed safe for the citizens to return. Re-entry will be handled in the same way as the evacuation.

Emergency services personnel in the field report the status of evacuation to their agencies. The agency keeps the EOC informed. The EOC informs the Penobscot County EMA of response actions.

SPECIAL NEEDS FACILITY INFORMATION

Facility	Population	Phone	Transportation	Destination
Granite Street School	222	723-6425	Bragdon Bus	Armory, Baptist Church, or St. Martins Church
Millinocket Middle School	123	723-6415	Bragdon Bus	Armory, Baptist Church, or St. Martins Church
Stearns High School	325	723-6430	Bragdon Bus	Armory, Baptist Church, or St. Martins Church
Millinocket Regional Hospital	315	723-5161	Bragdon Bus, Millinocket Ambulance, and/or East Millinocket, Medway Ambulance	Stearns High School, Penobscot Valley Hospital, and/or Northern Light Eastern Maine Medical Center
Katahdin Nursing Home	36	723-4711	facility-owned vans, Millinocket Ambulance, and/or East Millinocket, Medway Ambulance	Stearns High School, Penobscot Valley Hospital, and/or Northern Light Eastern Maine Medical Center
Superintendent of Schools: Frank Boynton 723-6400				

TBD= To Be Determined

Millinocket, Maine Emergency Operations Plan

EVACUATION INFORMATION

Roads/Areas to be Evacuated:

Roads to Use for Evacuation:

Shelters established:

Method to disseminate
information to those affected:

How much time to complete
evacuation:

Evacuation Directed at (time):

Transportation Assets to
come from:

Signage made by:

Signage to be located at:

Traffic Control Points set up
at:

Medical Support provided by:

Submit shelter expenditure statement for reimbursement.

Millinocket, Maine Emergency Operations Plan

ANNEX F – SHELTERING & MASS CARE

PURPOSE

The Sheltering & Mass Care Annex provides information on the actions taken to protect evacuees and other disaster victims from the effects of the disaster by establishing mass care facilities. A mass care facility will be a government or private facility that will be used to receive and care for people who need shelter, food, water, sanitation and other assistance. The annex describes the mass care system that will be set up.

SITUATION AND ASSUMPTIONS

It may be necessary to seek shelter from the effects of hazards and to shelter evacuated people. It is the responsibility of the Town Manager and Town Council to protect their residents by providing shelters when required in an emergency.

In Penobscot County, responsibility for establishing Mass Care Shelters, training workers, staffing the shelter and coordinating shelter logistics is assigned to the American Red Cross (ARC), per an agreement signed between representatives of the State of Maine and the American Red Cross. Municipalities have the option of establishing their own Mass Care facility; however, those communities that do establish their own will assume responsibility for liability and operating costs if the shelter has not been pre-approved by the ARC.

The Mass Care facility for large evacuations that will require overnight accommodations will be designated by the ARC by request of Penobscot County EMA. Currently the most likely ARC location to serve Millinocket is Stearns High School. This facility will be used as feeding and sleeping quarters for evacuated residents. Contact the Penobscot County EMA to coordinate the possible use of these facilities. Alternate facilities if residents only require a day-time shelter for food, water, and warmth could be St. Martin of Tours Church, American Legion, or Millinocket Elks Lodge.

The American Red Cross and/or the Penobscot County EMA may also offer shelters for use by Millinocket residents in other locations. The Penobscot County EMA will ask the American Red Cross for assistance in establishing, manning, and managing a local shelter. Contact the Penobscot County EMA Director for more information.

A HazMat or Terrorist/WMD incident will not provide sufficient time to establish Mass Care facilities for immediate use. However, the incident will most likely be localized, short in duration, and a single overnight accommodation may be all that is required. Hotels and motels will be utilized as much as possible. In some cases, sheltering-in-place by residents will occur.

CONCEPT OF OPERATIONS

The EM Director will work with the Penobscot County EMA and the American Red Cross in developing shelter use agreements, selecting shelter sites, and training shelter management teams. The EM Director coordinates the efforts of the municipal officials, school system, other facility owners, and the ARC.

If the ARC is not involved in the town shelter, then the Town Council will assign a Shelter Manager who will supervise operations in the facility. This person may be a town resident who is willing to take on the responsibilities. Consideration should go to a local organization, such as a church to request manpower for a shelter management team. The Shelter Manager reports to the EOC. The Shelter

Millinocket, Maine Emergency Operations Plan

Manager assigns groups with special needs to similar facilities in a safe area according to staff and space available. If possible, these volunteers should receive ARC Shelter training.

The EOC will determine when the Town will activate a mass care facility. Since most people will stay with relatives or friends, an overnight shelter may not be required. The Town shall determine if there are any residents who do not have a place to stay. Actions must be taken to register people reporting into the shelter, sustain them in the shelter, and release them from the shelter when the hazard has diminished.

Feeding, sanitation, and bedding for the shelter residents will need to be provided. The Town Manager may authorize the purchase of emergency supplies, food, water, sanitation supplies, cots, and blankets for the shelter. Contact should be made with local food pantries or farmers.

Consideration should be made as to establishing a bus service to pick up those needing sheltering and transporting them to a designated shelter.

Consideration should also be made regarding residents with pets and livestock. Residents should be encouraged to decide with private kennels or animal shelters outside the affected area. Refer to the Animal Emergencies Attachment regarding the Penobscot County Animal Response Team (PCART).

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Town Manager is responsible for ensuring shelter capabilities exist. There is a regional agreement between the Penobscot County EMA and the Local Chapter of the American Red Cross to manage shelters in many emergencies. The ARC will coordinate and manage their shelter teams. If the shelter is not operated by the ARC, a town resident must be appointed the Shelter Manager to ensure that all shelter tasks (registration, feeding, etc.) are accomplished.

The Police Department is responsible for organizing an effort to help shelter local animals as they serve as the Animal Control Officer. Contact Penobscot County EMA to activate the Penobscot County Animal Response Team (PCART) if needed.

ADMINISTRATION AND LOGISTICS

Evacuees are assigned to shelter and feeding facilities depending on the hazard effects of the emergency. Attempts will be made to allocate 40 square feet per person.

The Shelter Manager will keep the EOC informed of the status of the shelters. The EOC will keep the Penobscot County EMA informed.

Complete records of expenditures and operations are given to the EOC. Copies are given to the American Red Cross for reimbursement if the ARC operates the shelter. If the town operates the shelter on its own, the town will be required to shoulder all the costs.

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MASS CARE CHECKLIST

X ACTION

☐ Contact the Penobscot County EMA and/or American Red Cross Chapter and alert them to possible need for sheltering.

☐ If the County is not providing a County-wide shelter, contact local volunteers and activate a shelter. Cost may be borne by the Town.

☐ Ensure the shelter is adequately stocked and staffed.

☐ Ensure security is provided for the shelter.

☐ Provide communications link between the shelter and the EOC.

☐ Maintain status of shelter operations and allocations.

☐ Clean and return the shelter to original condition.

☐ Submit shelter expenditure statement for reimbursement.

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ANNEX G - HEALTH & MEDICAL

PURPOSE

This annex will describe the Health and Medical options open to the Town Millinocket. This annex applies to large-scale emergency and disaster events that would cause sufficient casualties and/or fatalities to overwhelm local medical, health, and mortuary services capabilities.

SITUATIONS AND ASSUMPTIONS

The Town of Millinocket has limited health services. Millinocket Regional Hospital is a 25-bed facility. Millinocket Fire Department provides EMS services.

If there is a large-scale disaster, in which there are large numbers of casualties, in the area or county, outside emergency medical services may not be able to respond immediately to Millinocket. In Penobscot County, due to limited emergency medical services, a mass casualty incident is an event involving at least ten to fifteen victims requiring transport.

It is critical that roads be kept clear of debris so that EMS personnel can locate and transport casualties.

CONCEPT OF OPERATIONS

The Fire Chief will coordinate the requirements for medical attention at a localized disaster scene, such as a HazMat incident or Terrorist attack.

Millinocket Fire Department will be the primary EMS provider.

If the situation warrants, the EOC will request volunteers to assist with search & rescue, expedient casualty care, and possible transportation of victims.

A Mortuary Collection Point (MCP) will be established in a safe and secure area near the mass casualty incident scene for storage of the deceased. Fire Department personnel will be used to secure the MCP.

If the incident involves HazMat, the Fire Chief must initiate decontamination measures for the emergency responders, evacuees, victims, and the deceased. Contact Penobscot County EMA to activate the Orono Regional Response Team (RRT).

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Fire Chief is the incident commander (IC) for all mass casualty incidents.

The EM Director will coordinate emergency medical assistance through the Penobscot County EMA.

The EOC will attempt to record the names of all personnel who are injured, killed, or missing.

The Town Manager or EM Director will request and fund the use of heavy equipment needed for debris clearance.

The Town Manager will coordinate with the East Millinocket Police Department, Penobscot County Sheriff's Dept. and/or the Maine State Police to provide security to the disaster scene.

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ADMINISTRATION AND LOGISTICS

Emergency Medical support may come from the Millinocket Regional Hospital, Northern Light Eastern Maine Healthcare System, St Joseph's Hospital, Penobscot Valley Hospital, Acadia Hospital, Dorothea Dix Mental Hospital, Mayo Regional Hospital, the American Red Cross, or the Maine National Guard. Some town residents may have limited medical training. Contact these individuals.

Medical Examiners will be requested by the Incident Commander (IC) through the Penobscot Regional Communications Center (PRCC) whenever there are fatalities at an incident. The IC will request PRCC contact the nearest mortuary services-qualified funeral home director whenever they are needed at an incident.

There are currently no county health and medical aid agreements with the area hospitals, clinics, and health centers, nor with the funeral home directors, medical supply companies, and medical facilities.

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ANNEX H - RESOURCE MANAGEMENT

PURPOSE

This annex will list some sources of resources in the Town of Millinocket or in neighboring communities.

SITUATION AND ASSUMPTIONS

All emergency situations will require manpower, communications, and vehicles.

The Town of Millinocket employs a combination of full-time and paid-call emergency responders for use in emergency response and recovery. The initial manpower source will be the Fire Department and/or Police Department. There are approximately 20 firefighters who can be quickly notified and can respond within minutes. The EOC or Town Council should contact other town residents to seek out volunteers. Manpower requests should also be forwarded to the Penobscot County EMA.

The Town of Millinocket owns a total of 20 vehicles; 3 are fire department trucks, 3 are ambulances, and 3 are police vehicles. Consideration should be made to contract with local contractors and individual residents for other vehicle resources.

Communications consists of telephones in the Town Office and Fire Station and in several two-way radios maintained by the Police Department and Fire Department. Requests for additional communications equipment should be made to the Penobscot County EMA and PRCC.

Forest Fires will require a great deal of manpower and water transportation. Initiate fire department mutual aid agreements with area towns and the Maine Forest Service.

Hazardous Material Incidents will require outside support immediately. The owner of the HazMat incident is responsible for cleanup; however, the Fire Department is responsible for establishing hot, warm and cold zones, decontaminating, isolating and evacuating contaminated people, collecting and up-channeling information on the incident, and restricting access. Notify the PRCC and Penobscot County EMA immediately. Contact Penobscot County EMA to activate the Orono Regional Response Team (RRT).

The Town of Millinocket has limited resources to respond to a Terrorist Incident except to extinguish any fires, search for explosives, evacuate the injured, and close roads in the area. Additional assistance will be requested from the Penobscot County Sheriff's Department and/or Maine State Police.

Severe winter storms will require snow removal and debris clearance for local roads, and electrical power generation for the Fire Station and Town Office.

Flooding will require emergency road repairs which will be completed by the Public Works Department or contracted. Road damage assessment will be completed by the Public Works Director.

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CONCEPT OF OPERATIONS

The Town of Millinocket will use its local resources and will call upon disaster mutual aid before contacting Penobscot County for assistance. The Penobscot County EMA then coordinates resource acquisition. Records are kept of the deployment of resources. The Millinocket EOC will inventory town resources, replenish depleted stock and recondition or replace used equipment after an emergency.

The storage, maintenance and replacement of equipment and materials borrowed from the county and state are the responsibility of the Town of Millinocket. This information will be tracked on a wall-mounted status board or a computer-based spreadsheet. In a Presidential Declared Disaster, the Federal Emergency Management Agency (FEMA) and the Maine Emergency Management Agency (MEMA) establish Disaster Application Centers (DAC's) in the most seriously damaged areas. Officials at the Federal, State and County levels decide the final numbers and locations of the DAC's. Individual victims and businesses go to DAC's to apply for assistance.

The Town Council will attend FEMA assistance briefings to initiate the application process for facilities. Accurate records of damages and expenditures are kept for federal reimbursement. Following a Presidential Disaster Declaration, the cost of local emergency response operations may be partially reimbursed through a federal disaster assistance program. Protective measures also may be reimbursed.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This plan identifies the Emergency Management Director as the Millinocket Resource Management Officer. He/she is responsible for tracking major resources and those resources obtained from outside sources. Specific attention is given to the unique needs of special care facilities and populations.

A staging area will be established (location dependent on where the incident occurs).

The Town Council will establish contracts or expend town funds to procure emergency supplies, equipment, materials, and services.

The Town Manager administers the community's assistance programs. The town provides for basic needs of the affected population through local emergency assistance programs. The Town Manager and EM Director will provide Disaster Assistance information to the town residents.

The Public Works Director will coordinate resources to reopen blocked or damaged roads and bridges.

The EOC will coordinate the receiving of donations and the use of volunteers.

ADMINISTRATION AND LOGISTICS

The EOC staff will identify needs that cannot be met with local and mutual aid resources and track these needs. When it appears, local resources will be exhausted, a request for assistance is made to the Penobscot County EMA.

Millinocket, Maine Emergency Operations Plan

EMERGENCY RESPONSE EQUIPMENT

RESOURCE	SIZE/TYPE	QTY	CONTACT	PHONE
Dump Trucks	12 yd dumps w/snowplows	5	Public Works	723-7030
Backhoe	310 JD	1	Public Works	723-7030
Bulldozers	D-3 Case	1	Public Works	723-7030
Excavators			Public Works	723-7030
Pickup Trucks 4WD	½ ton regular cab	1	Fire Dept.	723-7026
	1-ton w/snowplow	2	Public Works	723-7030
	¾ ton w/snowplow	1	WWT	
	¾ ton	1	WWT	
	½ ton	1	WWT	
Police Cruisers	Explorers	2	Police Dept.	723-7019
Police Cruiser	Sedan	1	Police Dept.	723-7019
Pumper Trucks	Class A Pumper	2	Fire Dept.	723-7026
Indian Tanks		6	Fire Dept.	723-7026
Scotts Air Packs	2.2/4.5	16	Fire Dept.	723-7026
Thermal Imaging Cameras	Argus	2	Fire Dept.	723-7026
Gas Monitors		2	Fire Dept.	723-7026
CO Monitors		1	Fire Dept.	723-7026
Generators	portable	2	Fire Dept.	723-7026
Water Pumps	portable	2	Fire Dept.	723-7026
Portable Flood Lights		2	Fire Dept.	723-7026
Rescue Snowmobile		1	Fire Dept.	723-7026
Rescue Sled		2	Fire Dept.	723-7026
Jaws of Life		2	Fire Dept.	723-7026
Ambulances		3	Fire Dept.	723-7026
Boat	16ft. open boat	1	Fire Dept.	723-7026
Buses			Superintendent	723-6400
Barricades, Signs & Cones		25, 50	Public Works	723-7030
Tractor Trucks		2	Public Works	723-7030
Street Sweeper		1	Public Works	723-7030
Grader		1	Public Works	723-7030
Sewer Flusher		1	Public Works	723-7030
Equipment trailer	20 ton	1	Public Works	723-7030

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VOLUNTEER MANAGEMENT

The Millinocket EM Director and/or EOC coordinates the efforts of area volunteer organizations and unaffiliated volunteers. The EM Director will determine what volunteers are needed for what roles, depending on the type and severity of the incident. The EM director will appoint an individual to be the Volunteer Coordinator. This person will work for the Resource Manager. The Volunteer Coordinator will set up a Disaster Volunteer Reception Center in the lobby area of the Stearns Junior/Senior High School Gymnasium. This individual will make phone calls to residents requesting their volunteer support.

The Public Information Officer will contact the area TV, web site/social media, and radio stations and request they make an announcement regarding the need for and type of volunteers.

Residents who show up to the Disaster Volunteer Reception Center will be processed into the Millinocket EM organization using the "Disaster Volunteer Survey" sheet which follows this page. Contact information and special skills will be recorded. The survey sheets will be sent over to the EOC for use in assigning volunteers to specific jobs.

Some supply items that the Volunteer Coordinator will need are pen, pencil, highlighter, pad of paper, clipboard, stapler, post-it pad, Disaster Volunteer Survey Forms and a Millinocket 911 Telephone Listing.

Once assigned to a disaster role, Disaster Volunteers will be issued a Millinocket EM Badge that identifies their name and volunteer duty position. They will be integrated into the emergency response organization.

DONATIONS MANAGEMENT

The Public Information Officer shall use the media, brochures and phone calls to request the public make financial contributions as much as possible. Cash donations help to avoid the labor and expense of sorting, packing, transporting and distributing donated goods. The Millinocket Town Treasurer will open a separate banking account for these financial donations and establish an accounting system to track the contributions.

For material donations, the EM Director will appoint a Donations Manager, who will work for the Resource Manager. The Donations Manager will use any available space in the Town Office or seek space at another facility to receive, inventory and distribute donated materials. Stearns High School could be considered.

Item Received	Quantity Available	Category	Person Donating	Date Received

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Millinocket - DISASTER VOLUNTEER SURVEY FORM			
NAME			
HOME ADDRESS			
HOME/WORK PHONE			
E-MAIL ADDRESS			
<p>The Purpose of this survey is to identify volunteers' special skills. Please indicate the area(s) that apply to you and return this survey to the Volunteer Coordinator when you finish.</p>			
<input type="checkbox"/> Doctor: _____ <input type="checkbox"/> Nurse: _____ <input type="checkbox"/> EMS: _____ <input type="checkbox"/> First Aid <input type="checkbox"/> CPR <input type="checkbox"/> Mental Health <input type="checkbox"/> Child Care <input type="checkbox"/> Elderly Assistant <input type="checkbox"/> Veterinary <input type="checkbox"/> Animal Care <input type="checkbox"/> Minister/Preacher	<input type="checkbox"/> Emergency Mgmt. <input type="checkbox"/> Shelter Management <input type="checkbox"/> Firefighter <input type="checkbox"/> HazMat: _____ <input type="checkbox"/> Law Enforcement <input type="checkbox"/> Traffic Control <input type="checkbox"/> Security <input type="checkbox"/> Search & Rescue <input type="checkbox"/> ARC Trained <input type="checkbox"/> Food Services <input type="checkbox"/> Social Worker	<input type="checkbox"/> Ham Radio Operator <input type="checkbox"/> Dispatcher <input type="checkbox"/> Phone Operator <input type="checkbox"/> Public Information <input type="checkbox"/> Photographer <input type="checkbox"/> Language: _____ <input type="checkbox"/> Clerical <input type="checkbox"/> Computer User <input type="checkbox"/> Legal Affairs <input type="checkbox"/> Safety Officer <input type="checkbox"/> Accounting	<input type="checkbox"/> Engineer: _____ <input type="checkbox"/> Damage Assessment <input type="checkbox"/> CERT Trained <input type="checkbox"/> Carpenter <input type="checkbox"/> Metal Worker <input type="checkbox"/> Plumber <input type="checkbox"/> Electrician <input type="checkbox"/> Heating <input type="checkbox"/> Equipment: _____ <input type="checkbox"/> Bus Driver <input type="checkbox"/> Material Inventory <input type="checkbox"/> Janitorial
<p>Please List any Special Equipment, Materials or Facilities that you have that could be used during this Emergency/Disaster.</p> 			
<p>Do you have any Health Limitations?</p>			
<p>I, for myself and my heirs, executors, administrators and assigns, hereby release, indemnify, and hold harmless the Town of _____ from all liability for all risk of damage or bodily injury or death that may occur to me (including any injury caused by negligence), in connection with any volunteer disaster effort in which I participate. I will abide by all safety instructions and information provided to me during disaster relief efforts. Further, I expressly agree that this release, waiver, and indemnity agreement is intended to be as broad and inclusive as permitted by the State of Maine, and that if any portion thereof is held invalid, it is agreed that the balance shall, notwithstanding, continue in full legal force and effect. I have no known physical or mental condition that would impair my capability to participate fully, as intended or expected of me. I have carefully read the foregoing release and indemnification and understand the contents thereof and sign this release as my own free act.</p>			
Volunteer	Sign:		Date:

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EMERGENCY MANAGEMENT VOLUNTEER LISTING (Fill in with volunteer information)

[illegible]

LOCAL COMMUNITY SERVICE GROUPS

St. Martin of Tours Church
Hillcrest Church of the Nazarene
Faith Baptist Church
St. Andrews Episcopal Church
First Pentecostal Church
Millinocket Baptist Church
I Care Ministries
Millinocket Elks Lodge
American Legion
Snowmobile Club
Meals for ME

TYPICAL VOLUNTEER TASKS

[illegible]

Millinocket, Maine Emergency Operations Plan

LOCAL CONTRACTORS AND SUPPLIERS

SUPPLIER	RESOURCE	ADDRESS	PHONE NUMBER
Hannaford	Food & Medical supplies	843 Central St. Millinocket	723-8047
Katahdin General	Food	Bates Street	
Ellis		Main Street East Millinocket	
Sterns Lumber Co.	Lumber	40 Balsam Dr. Millinocket	723-5144
Katahdin True Value	Tools/Supplies/Propane	225 Aroostook Ave. Millinocket	723-8600
Crandall's Hardware	Tools/Supplies	8 Main St. East Millinocket	746-5722
Lamson Funeral Home	Funeral Home	17 Western Ave. East Millinocket	746-3817
Davis Pharmacy	Medical supplies	59 Main St. East Millinocket	746-3721
Dead River	Gas, Diesel, Propane	719 Central St. Millinocket	723-5151
Preble Oil Co.	Oil and Propane	139 Penobscot Ave. Millinocket	723-9994
Bragdon Energy	Oil and Propane		
Pamola Motor Lodge	Lodging & Food	973 Central St. Millinocket	723-9746
Katahdin Inn and Suites	Lodging	740 Central St. Millinocket	723-4555
Baxter Park Inn	Lodging	935 Central St. Millinocket	723-9777
Ruthies	Lodging & Food	52 Medway Rd. Millinocket	723-4545
Emery Lee Trucking	Construction & Heavy Equipment		
John & Sons Towing	Towing		723-8586
Pelletier Inc.	Heavy Equipment	Golden Rd. Millinocket	723-8921
Rioux Electric	Electrician	Sunset Ct. Medway	746-9200
Crawford Electric	Electrician	303 Congress St. Millinocket	723-4836

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STATE OF MAINE REQUEST for ASSISTANCE FORM

Part I: REQUEST

01	Requested By:	Date:	Time:
02	County: PENOBSCOT		
03	Jurisdiction:		
04	Resource Requested:		
05	Location Requested:		
06	Remarks:		

Part II: ALLOCATION

07	Allocator:		
08	Resource Available:	<input type="checkbox"/> YES	<input type="checkbox"/> NO
09	Resource Provider:	Telephone:	
10	Type/Quantity of Resource Allocated:		
11	Remarks:		

Part III: DISPOSITION

12	Location of Committed Resource:		
13	Resource Arrived:	Date:	Time:
14	Assigned to (Name):	Telephone:	
15	Resource Used For:		
16	Remarks:		
17	Resource Returned to:	Date:	Time:

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ANNEX I - DAMAGE ASSESSMENT

PURPOSE

This annex will describe the actions to be taken and forms to be completed for the Town of Millinocket Damage Assessment program.

SITUATION AND ASSUMPTIONS

When extensive property damage, injuries, or loss of life occurs, a damage assessment expedites response and recovery operations.

The Public Works Director will assess damages to town roads and bridges.

The Fire Department, along with other volunteers, will be organized into Damage Assessment Teams in order to assess damages to homes, etc. American Red Cross and MEMA guidance will be used.

All damage assessments and repair cost estimates will be reported to the EOC, and then up channeled to the Penobscot County EMA as soon as possible. A verbal report may be completed prior to a written one.

CONCEPT OF OPERATIONS

There are three phases of damage assessment.

Basic Situation Appraisal (MEMA Form 7): Accomplished by the Town Manager and the EM Director to determine the need for immediate aid and to estimate the magnitude and severity of the situation. A MEMA Form 7 and instructions for completion follow this page. It is designed to measure impact as it relates to possible Emergency Disaster Declarations by the Governor or the President.

The MEMA Form 7 is sent by e-mail, phone, fax or hand delivered to the Penobscot County EOC as soon as possible. The Penobscot County EOC Director reviews the assessment information and forwards it to the Maine Emergency Management Agency (MEMA).

Preliminary Damage Assessment: This assessment is completed by State and Federal damage assessment personnel with input and guidance from local officials. These personnel will assess damages to publicly owned property (bridges and roads). They also verify private damages included on the submitted MEMA Form 7. The Penobscot County EMA is the liaison between these teams and local officials.

Damage Survey: After Disaster Declaration by the President, State and Federal personnel conduct a more detailed survey for cost estimates of repairs to public property. The Town Council provides guidance.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The Town Council is responsible for assuring an initial situation appraisal is conducted. The EM Director is responsible for coordination with the county, state and federal personnel involved in damage assessment.

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ADMINISTRATION AND LOGISTICS

Initial damage assessment reports to county may be verbal but are followed with hard copy information on a Form 7 within 24 hours. Prompt submission of a Form 7 is necessary for assistance from the State and federal governments in recovering from a disaster.

Millinocket, Maine Emergency Operations Plan

MAINE EMERGENCY MANAGEMENT AGENCY (MEMA) FORM 7

DAMAGE and INJURY ASSESSMENT

<input type="checkbox"/> Original <input type="checkbox"/> Revision #		Date:
Type of Disaster:		Date(s) of Occurrence:
Jurisdiction (town, county, agency, etc.):	County: Penobscot	
Population:		
Area Affected (northeast, west side, etc.):		
Information provided by:		
Name:	Title:	
Address:	Day Phone:	
	Evening Phone:	

PUBLIC DAMAGE		
A	DEBRIS REMOVAL (trees, building wreckage, sand, mud, silt, gravel, vehicles, and other disaster-related material)	\$
B	EMERGENCY PROTECTIVE MEASURES (sandbagging, barricades, signs, extra police and fire, and emergency health measures)	\$
C	ROADS AND BRIDGES (roads, culverts, bridges, and associated facilities)	\$
D	WATER CONTROL FACILITIES (dams, reservoirs, shore protective devices, pumping and irrigation facilities, drainage channels, and levees)	\$
E	BUILDINGS AND EQUIPMENT (buildings, supplies, inventory, vehicles, and equipment)	\$
F	UTILITIES (water treatment plants and delivery systems, power generation and distribution facilities, sewerage collection systems and treatment plants)	\$
G	PARKS, RECREATIONAL, AND OTHERS (playground equipment, swimming pools, bath houses, tennis courts, boat docks, piers, picnic tables, cemeteries, and golf courses)	\$
TOTAL		\$
PRIVATE NONPROFIT (education, medical, custodial care, emergency [fire departments, search and rescue, and ambulances], utility, and other [museums, community centers, libraries, homeless shelters, senior citizen centers, health and safety services.])		\$
PUBLIC DAMAGE—GRAND TOTAL		\$

NOTE: Report Individual Damage on the other side of this worksheet.

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INDIVIDUAL DAMAGE		FORM 7 Page 2	
Jurisdiction:		Date:	
PEOPLE AFFECTED	Number	ASSISTANCE PROVIDED	Number
	Deaths		Persons Evacuated
	Injuries		Persons in Public Shelters
	Missing		
RESIDENTIAL			
	Primary	Secondary	
	Number	Value (if known)	Number
		Value (if known)	Value (if known)
(ARC) 3 Houses destroyed		\$	\$
(ARC) 2 Houses with major damage		\$	\$
(ARC) 1 Houses with minor damage		\$	\$
Houses affected		\$	\$
(ARC) 3 Mobile homes destroyed		\$	\$
(ARC) 2 Mobile homes severely damaged		\$	\$
(ARC) 1 Mobile home moderately damaged		\$	\$
Mobile homes affected		\$	\$
TOTAL		\$	\$
TOTAL RESIDENTIAL (primary plus secondary)			\$
BUSINESS			
		Businesses affected	\$
		Number now unemployed	
		Estimated duration of unemployment (weeks)	
TOTAL BUSINESS			\$
AGRICULTURE			
Farm buildings and equipment			\$
Crop land (all crops)			\$
Livestock			\$
TOTAL AGRICULTURE			\$
INDIVIDUAL DAMAGE TOTAL			\$
EMAIL, FAX, or CALL THIS INFORMATION to the PENOBSCOT COUNTY EMA as SOON as POSSIBLE (BEFORE MAILING)		Penobscot County EMA 97 Hammond Street Bangor, ME 04401 Phone: 945-4750 FAX: 942-8941	

Millinocket, Maine Emergency Operations Plan

MAINE EMERGENCY MANAGEMENT AGENCY DAMAGE AND INJURY ASSESSMENT FORM 7 ABBREVIATED INSTRUCTIONS

Reasonable estimates are acceptable. Information should be reported to the Penobscot County Emergency Management Agency (EMA) within 24 hours of a request for information from Penobscot EMA or MEMA. Even if you consider damage in your area to be insignificant, please file this report. A complete picture of the impact of the disaster is necessary for State officials to decide if Federal assistance can be requested. Failure or delay in submission of this information may result in delay or loss of Federal assistance for your county and community.

If you need further assistance, contact Penobscot County EMA or MEMA.

General Information

Original or revision: Check one only. Each report should contain the current totals (all the damage up to that point). Number each revised report consecutively, i.e., first revision #1, second revision #2, etc.).

Type of disaster: Enter "flooding", "hurricane", "coastal storm", "earthquake", etc.

Information provided by: Person who should be contacted for more information.

Public Damage

Public damages are damages to government-owned properties and facilities. They are based on the cost of returning those properties to their pre-disaster condition. They also include out-of-pocket costs incurred by government in response to the disaster.

A. Debris Removal: The debris must be a direct result of the disaster. Enter costs incurred or projected for removing debris from public property. Do not include debris removal estimates from private property unless local government has a legal responsibility to so. Include actual and estimated costs to remove debris from public roads and streets in your jurisdiction.

B. Protective measures: These can include the cost of search and rescue, demolition of unsafe structures, and actions taken by governmental forces to reduce the threat to public health and safety. The disaster must be responsible for your extra costs.

C. Road Systems: Cost to return property to its pre-disaster condition. Include only property owned by the jurisdiction (do not include any State or Federal Aid System roads, streets, bridges, etc.)

D. Water Control Facilities: Facilities owned, operated, or maintained by the local unit of government.

E1. Public Buildings, Facilities and Equipment: This should include any equipment directly damaged by the disaster (not those damaged during response), replacement of broken windows, damaged roofs, etc.

E2. Schools & School Property: Separate public-school supplies and property from other public facilities and equipment. Do not include private, non-profit schools. They are included under Individual Damage.

F. Public Utility Systems: Enter all costs to repair damages to City or county owned utilities and utility systems. These can be the emergency repair and/or projected permanent replacement costs.

Total Public: Add totals in all public categories.

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Individual Damage

Individual damages are damages to individuals, businesses and working farms (crops, livestock, buildings or equipment), and private non-profit facilities (for example, churches or private schools).

NOTE: Re-enter name of jurisdiction and current date at top of Page 2.

Residential: Primary homes are those used as reference for filing income taxes and voting. Homes may be considered "primary" which are necessary because of the location of employment. Secondary homes are usually vacation homes. If a secondary home is rented out, then damage to it would be listed under Business. Estimated values are acceptable. (Do not list homes situated on active farms in this section. They will be included under Agriculture.)

- a. Destroyed: Totally uninhabitable and beyond repair.
- b. Severely Damaged: Structural damage that cannot be repaired within 30 days. These houses are uninhabitable without major structural repairs.
- c. Moderately Damaged: Structural damage that can be repaired within a 30-day time period. These houses can be lived in with minor repairs.

Note: The Red Cross does not categorize major/minor damage in the same manner. You should be aware of this if you decide to utilize their damage assessment.

Mobile Homes: Use same categories of damage as houses above. Water above the floor of a mobile home for any significant length of time generally causes severe damage to it, even though some occupants may choose to move back in.

Note: Report numbers of homes damaged even if you do not at present know the value.

Total Residential: Include both Primary and Secondary Residences.

Business: Number Now Unemployed: Include only those who are unemployed due to the disaster. This can be the result of either business damage or their inability to travel to that business.

Agriculture: Include operating farms only. Damage to a rural located "farmhouse" and/or outbuildings that are not part of an operating farm should be listed under Residential.

Crop Land: Estimated dollar value of damage to field crops, fruit trees, and timberlands significantly damaged by the disaster.

Private Non-Profit Facilities: Do not include facilities supported by tax dollars and the responsibility of government. They should be listed in the Public Damage section.

Total Individual: Add Total Residential, Total Business, Total Agriculture and Total Private.

GRAND TOTAL: Add Total Individual Damage and Total Public Damage.

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DAMAGE ASSESSMENT CHECKLIST

X ACTION

Recall all firefighters. Contact the Town Manager and Public Works Director. These people will form core of the Damage Assessment Team (DAT). Seek out volunteers to assist.

Assign roads and/or areas of towns to each Damage Assessment Team. Hand out damage forms for teams to record information.

Assign handheld or vehicle radios or cell phones to each DAT.

Dispatch teams with water, food, and foul weather clothing.

Issue each DAT a disposable camera or a digital camera.

Report damage information to the Millinocket EOC at the Fire Department. Damage reports will be reviewed by the Town Manager and submitted to the Penobscot County EMA Director.

Request public to report damages of businesses and private property to the Millinocket EOC.

Consolidate damage assessment information, prepare the MEMA Form 7 and send the report to Penobscot County EMA as soon as possible.

If severe or extended event, supply initial report to County and follow up with detailed information.

Information should be reported at least daily if major disaster.

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ANNEX J – DEBRIS MANAGEMENT

PURPOSE

This annex describes the methods, organizational format and process by which the Town of Millinocket will organize, resource, prioritize, and complete debris removal following an incident requiring debris management.

SITUATION AND ASSUMPTIONS

Flooding that damages storm water management systems could create construction debris, such as broken culverts. This debris will be taken care of by Public Works when the new storm water system is constructed and will not be an emergency issue for the municipalities.

Wildland fires, severe winter storms, and high wind events could drop trees and wires in roadways. The power and telephone utilities will be responsible for the cleanup of broken poles and cut wires. The Town will be responsible for removing tree debris from the roads.

Debris resulting from a transportation-related mass casualty incident (such as a vehicle, boat, or aircraft crash), which would be very localized, will be responsibility of the commercial or private carrier whose vehicle was involved in the accident.

A terrorist attack in Millinocket would be very localized and would not create unmanageable amounts of debris. The contractor who is responsible for rebuilding whatever was damaged will also be responsible for debris management.

Debris on private property will be the responsibility of the property owner. Therefore, the only debris management issue that will be the responsibility of the Town is removal of tree debris from roadways.

CONCEPT OF OPERATIONS

All roadway wood debris will be the responsibility of the Town or the Maine Department of Transportation (DOT). Early on, the Public Works Department or the Fire Department may move or cut tree debris from State-maintained roads, since it may be some time before DOT is able to complete that task. This plan will not deal with Maine DOT responsibilities.

Millinocket Public Works will cut tree debris by chainsaw to open roadways. The Town may have to rent a commercial woodchipper to chip the tree debris along the sides of roads or contract out the work. In some cases, large tree trunks will be cut up for firewood and distributed through the general assistance program to needy residents.

In rare cases, tree debris may be piled up and burned. In those cases, the Fire Department will complete the Maine Forest Service burn permit and oversee the burn operation.

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ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The following officials are responsible for debris management.

Position	Supervised by	Location	Task
Town Manager	Town Council	Town Office	Oversee all debris mgmt. operations and funding.
Public Works Director	Town Manager	Roadways	Supervise all debris disposal operations. Manage all road clearance of tree debris.
Penobscot County EMA Director	Penobscot County Commissioners	County EMA Office	Maintain situational awareness and oversee resource acquisition.

ADMINISTRATION AND LOGISTICS

Time sheets, rental agreements, and invoices will be maintained by the town office personnel and provided to the Federal Emergency Management Agency (FEMA) public assistance project officer at the appropriate time.

Maine DOT will clearly State and Federal roadways, which include principal arterials, minor arterials, major collectors and minor collectors. Municipalities will clear the routes from Maine DOT roadways to critical facilities.

For debris management costs to be reimbursable by FEMA, the debris must have been caused during a Presidential declared disaster for which public assistance is approved and must be in the designated disaster area. FEMA eligibility criteria can be found in the FEMA 325 Public Assistance Debris Management Guide (July 2007) or on the Internet at:
<http://www.fema.gov/government/grant/pa/demagde.shtm>

Because Federal requirements for debris management, contract management and administration are so complex, time-consuming and expensive, the County EMA recommends that each municipality complete all debris management with in-house resources or by renting woodchippers and hiring temporary part-time help, much as the Town Clerk hires ballot clerks.

The Public Works Directors or Town Council should keep track of the hours of employees, hours the woodchipper is in operation, number of trees disposed of, and all costs associated with tree debris removal and disposal.

Millinocket, Maine Emergency Operations Plan

ANNEX K – CONTINUITY OF OPERATIONS

PURPOSE

It is the policy of the Town of Millinocket to have in place a program to ensure continuity of essential municipal functions under emergency circumstances. This section describes the town's Continuity of Operations Program (COOP). It describes the process to delineate essential municipal functions; specify lines of succession; provide for the safekeeping of vital records and databases; identifies alternate operating facilities; and provides for interoperable communications. COOP is important to provide vital services, exercise civil authority and provide for the public safety during any emergency or disaster event.

SITUATION AND ASSUMPTIONS

The Continuity of Operations Program (COOP) is applicable to all officers, officials and functions of the municipal government of the Town of Millinocket. The hazards that could affect the continuity of essential municipal functions include a structure fire involving a municipal facility, an extended power outage and a HazMat transportation accident that causes a municipal facility to evacuate and/or close.

ESSENTIAL MUNICIPAL FUNCTIONS

PRI	FUNCTION	TYPE	OPR	FACILITY
1	<i>Town Council</i>	<i>Civil Authority</i>	<i>Councilors</i>	<i>Town Office</i>
2	<i>Fire Protection</i>	<i>Public Safety</i>	<i>Fire Chief</i>	<i>Fire Station</i>
3	<i>Emergency Management</i>	<i>Public Safety</i>	<i>Fire Chief/Emergency Mgmt. Director</i>	<i>Fire Station</i>
4	<i>Municipal Finances</i>	<i>Vital Services</i>	<i>Town Treasurer</i>	<i>Town Office</i>
5	<i>Municipal Records</i>	<i>Vital Services</i>	<i>Town Clerk</i>	<i>Town Office</i>
6	<i>Voting</i>	<i>Civil Authority</i>	<i>Town Clerk</i>	<i>Town Office</i>
7	<i>Municipal Tax Collection</i>	<i>Vital Services</i>	<i>Town Tax Collector</i>	<i>Town Office</i>
8	<i>Road Maintenance</i>	<i>Vital Services</i>	<i>Public Works Director</i>	<i>Town Office</i>
9	<i>Public Health</i>	<i>Public Safety</i>	<i>Health Officer</i>	<i>Town Office</i>
10	<i>Animal Control</i>	<i>Public Safety</i>	<i>Animal Control Officer</i>	<i>Town Office</i>
11	<i>Tax Assessing</i>	<i>Vital Services</i>	<i>Municipal Assessor</i>	<i>Town Office</i>
12	<i>General Assistance</i>	<i>Vital Services</i>	<i>Overseer of the Poor</i>	<i>Town Office</i>
13	<i>Code Enforcement</i>	<i>Civil Authority</i>	<i>Code Enforcement Officer</i>	<i>Town Office</i>
14	<i>Planning & Appeals</i>	<i>Civil Authority</i>	<i>Planning & Appeals Boards</i>	<i>Town Office</i>

NON-ESSENTIAL MUNICIPAL FUNCTIONS

PRI	FUNCTION	TYPE	OPR	FACILITY
	<i>Educational Policymaking</i>	<i>Regional</i>	<i>School Board Chair</i>	<i>Chair's Home</i>
	<i>Motor Vehicle Registration</i>	<i>State Licensing</i>	<i>Town Tax Collector</i>	<i>Town Office</i>
	<i>Fish and Game Licensing</i>	<i>State Licensing</i>	<i>Town Clerk</i>	<i>Town Office</i>
	<i>Cemetery Records</i>	<i>Public Records</i>	<i>Town Clerk & Sexton</i>	<i>Town Office</i>
	<i>Parks & Recreation</i>	<i>Public Service</i>	<i>Recreation Commission</i>	<i>Town Office</i>

OPR = Office of Primary Responsibility

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CONCEPT OF OPERATIONS

Any one of the Offices of Primary Responsibility (OPR) may initiate COOP actions if their function is disrupted. The Town Manager or Emergency Management Director may direct that any or all essential municipal functions implement COOP actions during an emergency.

There are three ways that Millinocket Essential Municipal Functions may be disrupted.

A HazMat transportation accident could cause either the fire station or town office to be evacuated. This would most likely be a very short-term event; perhaps a few hours. The only real impact would be if the firefighters were unable to get the fire trucks out of the fire station. The town office would be closed for the short duration, without any real impact on its functions

An extended power outage will disrupt normal operations at the fire station and town office and could cause damage to the facilities' heating and plumbing if they were to freeze up during the winter months. Emergency power capability (transfer switch/panel and 100kw generator) already exists at the fire department. This generator also supplies power to the Town Office.

A structure fire at either the fire station, police station, or the town office would cause the loss of very important hardcopy and electronic records and databases. It would cause the loss of functional resources and the loss of the structure from which the essential municipal functions were being performed. This would be a permanent loss that would take a great deal of time and finances to require, if at all. If the fire department apparatus were lost, Millinocket would have to rely on its mutual aid partners to provide emergency services until new apparatus, equipment and a station were acquired.

The Town Council can continue to operate with only two of the 7 members. A special Town Meeting will be called to replace any members of the Town Council. This process is described in detail in State of Maine Statute and will not be further defined in this plan.

The Fire Department already has a distinct line of succession established, (i.e., Chief, Assistant Chief). The Police Department has a distinct line of succession established, (i.e., Chief, Detective, and Sergeant). The Town Clerk has a Deputy Town Clerk who can fill in, until the next election. All other Town Officials are one deep. The Town Council will have to appoint a replacement.

If the Town Office is destroyed by fire, then all the Essential Municipal Functions, minus the fire protection and emergency management will need to be relocated to the fire station.

There will be no reconstitution requirements for a HazMat release evacuation or an extended power outage. If a municipal facility is lost due to a structure fire, the Town Council will need to hold a special Town Meeting for the voters to decide the next course of action for the Town. Options include building a new facility, leasing an existing facility, or combining some of the Essential Municipal Functions with another community.

An alternate town office will require space for the town administration and records storage. The town office will require, at a minimum, a desktop computer, copies of all software and digital records, a telephone, photocopier, customer service desktop/table, filing cabinets, bookshelves, tables and chairs for the Town Manager, a location to lock up ballots, a bathroom and heat.

An alternate fire station will need to have sufficient storage and door clearance for the ambulances, engines, and associated equipment. The building will need to be heated.

VITAL RECORDS AND DATABASES

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Vital Records	OPR	Mitigation Measure(s)
Tax Assessing Records	Tax Assessor	Store hardcopies in fireproof containers. Scan hardcopies into digital format. Back up digital files and store offsite.
General Assistance Records	Human Resource Director	Store hardcopies in fireproof containers. Scan hardcopies into digital format. Back up digital files and store offsite.
Town Meeting Warrants	Town Clerk	
Town Manager Meeting Warrants		
Certified Ordinances		
Marriage, Death and Birth Records		
Cemetery Records		
Voting Records		
Dog and Kennel Records		
911 Address Data Base		
Fish and Game Licenses		
Municipal Financial Records	Town Treasurer	
IRS Records	Town Tax Collector	
Municipal Property Tax Records		
Municipal Excise Tax Records		
Motor Vehicle Registrations	Fire Chief	
FD Financial, Training, Personnel & Reports		
Emergency Plans & MAAs	EM Director	
Road Maintenance Records	Public Works Director	
Code Enforcement Records	Code Officer	

ADMINISTRATION AND LOGISTICS

This plan identified what activities need to be accomplished in order to have a successful COOP.

HAZARD ATTACHMENTS TO FOLLOW

Millinocket, Maine Emergency Operations Plan

ATTACHMENT 1 - FLOODING

NATURE OF THE HAZARD

The Town of Millinocket borders Ferguson Lake to the southwest. The west branch of the Penobscot River runs through the center of town from north to south. Jerry Pond makes up the northeast corner of the town. Little Smith Brook and Ledge Cut Brook are the other bodies of water within Millinocket.

RISK AREA

There are 146 homes and 3 business structures in areas with a potential for major flooding. None of these homes are subject to destruction but could have flooded basements.

All gravel roads with slopes may face some runoff damage, which are mostly due to inadequate drainage capabilities in the roadways. There are several roads that can become damaged from major flooding, as shown on the town floodplain maps. Some of these roads are:

1. York St.
2. Congress St.
3. River St.
4. Water St.
5. Aroostook Ave.
6. Penobscot Ave.
7. Riverside Park
8. Riverside Drive
9. Iron Bridge Rd.
10. Katahdin Ave. Extension
11. Bates St. (near Station Rd.)

DIRECTION AND CONTROL

The Millinocket Public Works Director or Town Manager will be responsible for responding to flood damaged roads by initiating repair contracts or by contacting the Penobscot County Stations of the Maine Department of Transportation (for State-maintained road surfaces).

WARNING

The Millinocket Public Works Director or Town Manager will be responsible for posting all roads that he deems unsafe for vehicle or pedestrian traffic.

RESOURCE MANAGEMENT

The Town of Millinocket will utilize its Public Works Department for road repairs associated with flooding or will contract for repairs. The Penobscot County Stations of the Maine Department of Transportation may be available for roadway repairs in the advent of a life emergency.

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ATTACHMENT 2 - WILDLAND FIRES

NATURE OF THE HAZARD

Millinocket is a mix of densely populated neighborhoods, forest lands and fields. Therefore, during long dry periods, the town is very susceptible to grass fires and wildland fires. Most will be minor incidents that the Millinocket Fire Department, with mutual aid support, will be able to handle. This attachment will deal with a major, large scale wildland fire.

RISK AREA

The most severe threat will be to homes and the town roads. The homes of some residents are surrounded by forest land. Many of the town roads are tree lined. During a large-scale wildland fire, many roads could be blocked by burning trees and brush. Residents could very well be trapped within the forest fire with no way to reach safety. The Millinocket Fire Department will be quickly overwhelmed; with many of the firefighters themselves becoming trapped within the fire zone.

DIRECTION AND CONTROL

All wildland fires must be reported to the Penobscot County Regional Communications Center. The Millinocket Fire Chief must quickly assess the situation and determine the scale of support needed. A large-scale wildland fire will require the support of the Maine Forest Service (MFS). The Fire Chief, Town Manager, or EM Director should immediately request such support through the Maine Forest Service and Penobscot County EMA. The EOC will be activated.

WARNING

Residents must be alerted immediately, for a safe and orderly evacuation to proceed. The EOC will contact local radio and television stations and request that they broadcast information on the disaster. The warning should contain:

- 1) The nature of the emergency and current situation.
- 2) What areas are affected?
- 3) What actions need to be taken by which residents?
- 4) Roads that are closed.
- 5) If volunteers are needed and where to report.

If possible, the town office will start telephoning residents in the danger zones to help spread the warning information around quicker.

EVACUATION

The EOC will need to determine what routes will be used in order to evacuate residents. Contact the town officials of neighboring towns to make sure that you are not evacuating people in another town's danger zones. Attempt to post the evacuation routes and barricade the closed roads. For residents that are trapped within the danger zones, consider contacting the MFS and Maine Army National Guard for helicopter assistance.

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RESOURCE MANAGEMENT

The Town of Millinocket owns a total of 20 vehicles, 12 of which are public works vehicles. Several town residents do have logging equipment and bulldozers that can be used to open emergency evacuation routes and create fire breaks.

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ATTACHMENT 3 – SUMMER STORMS & HURRICANES

NATURE OF THE HAZARD

Severe summer storms are major thunderstorms, tropical storms and hurricanes in Penobscot County. Thunderstorms are far more numerous and much less severe in effect and duration. The primary effect is in producing short-term high winds, to include micro-bursts. Tropical storms are a lot less likely than thunderstorms, but more likely than a hurricane. The ingredients for a major tropical storm or hurricane include a pre-existing weather disturbance, warm tropical oceans, moisture, and relatively light winds aloft.

Hurricanes can cause catastrophic damage to coastlines and may also cause damage several hundred miles inland. Winds can exceed 155 miles-per-hour. Hurricanes and tropical storms can also spawn tornadoes and microburst, create surge along the coast, and cause extensive damage due to inland flooding from trapped water.

RISK AREA

However, less likely than a winter storm, Millinocket is subject to severe summer storms and hurricanes. Maine has not seen a hurricane greater than a Category 1 (74-95 mph winds) in well over a hundred years. Storm water flooding of wetlands would be an area of concern for Millinocket. People recreating and/or camping on the Penobscot River and nearby lakes would be especially vulnerable during a severe summer storm.

The most severe threat will be to homes and forest lands by fires started by lightning strikes. The homes of some residents are surrounded by forest land. Some town roadsides are heavily forested. During a large-scale fire, many roads could be blocked by burning trees and brush, downed trees and power lines. Residents could very well be trapped within the forest fire with no way to reach safety. The responding Fire Department will be quickly overwhelmed.

Finally, the electrical power distribution system is very susceptible to damage by downed trees. Residents can be faced with periods of time without electricity. This will create difficulties with refrigeration, water supply, sanitation, and food preparation.

DIRECTION AND CONTROL

The Town of Millinocket will be responsible for conducting debris clearance and for closing flooded roads from the municipal maintained roadways. The Maine Department of Transportation is responsible for the same on state-maintained highways. During a major summer storm, either additional resources will be contracted, or the removal times will be lengthened. Public Works will be used to help clear tree debris from roadways.

The Maine National Guard and Maine Department of Transportation may be called upon to assist the Town. To request these and other resources, contact Penobscot County EMA.

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COMMUNICATIONS

Communications will be maintained between the Penobscot RCC, Penobscot County EMA, first responders, and municipal officers. A major tropical storm or hurricane could down telephone transmission lines and drop cellular and radio towers. It is not likely however that all phone, cell phone, and radio transmission resources will be out simultaneously over the entire county for lengthy periods of time.

EMERGENCY PUBLIC INFORMATION

Because a Maine summer storm typically affects a large section of the state, the Maine Emergency Management Agency and the two Maine-based National Weather Service Stations will contact local radio and television stations to notify the public of the expected severity and conditions of the severe storm and instructions on how to prepare. The Millinocket EOC will be responsible for disseminating information to residents regarding road closures, evacuations, etc.

EVACUATION & RE-ENTRY

Evacuations may be required in some inland communities as a result of an approaching severe summer storm or hurricane. The EOC will coordinate evacuation routes with the Millinocket Police Department, Maine State Police, County Sheriff's Office and other local police and/or fire departments. The evacuation of special needs populations must be considered as it may be required. Re-entry into affected areas will be carried out on the local level after the area has been deemed safe to return.

RESOURCE MANAGEMENT

The EOC will ensure that there is enough generator fuel, flashlights, and First Aid Kit. The public safety building should have a portable, battery-operated radio capable of receiving NWS transmissions. Emergency power will be supplied by a 100kw generator located at the fire station. The Millinocket EOC will contact Penobscot County EMA/EOC with requests for additional resources.

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ATTACHMENT 4 - SEVERE WINTER STORMS

NATURE OF THE HAZARD

The Town of Millinocket is very susceptible to severe winter storms. Central Maine can receive a great deal of snow and ice and air temperatures can drop to 30-50 deg F below zero. Outlying roads of Millinocket roads are single lane dirt roads and are heavily forested.

RISK AREA

It is very easy for town residents to become trapped in their homes due to totally impassable roads, especially on the single lane dirt roads. The major concern is the difficulty for emergency response by EMS and Fire Protection Services.

Another area of concern is for elderly residents who lose the capability to heat their homes and fail to communicate the danger they are in.

Finally, the electrical power distribution system is very susceptible to damage by accumulating ice and downed trees. Residents can be faced with extended periods of time (up to two weeks) without electricity. This will create difficulties with heating, water supply, sanitation, and food preparation.

DIRECTION AND CONTROL

The Town Council and EM Director should consider activating the EOC during an extended severe winter storm. The EOC will organize water supply, heat assistance, emergency food supplies, and disaster volunteers for disaster response, setting up shelters, and collecting damage assessment information.

The Public Works Director is responsible for keeping the town roads open for traffic.

RESOURCE MANAGEMENT

The EOC will ensure that there is enough generator fuel, flashlights, and First Aid Kit. The public safety building should have a portable, battery-operated radio capable of receiving NWS transmissions. Emergency power will be supplied by a 100kw generator located at the fire station. The Millinocket EOC will contact Penobscot County EMA/EOC with requests for additional resources.

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ATTACHMENT 5 – TRANSPORTATION RELATED MASS CASUALTY INCIDENTS

NATURE OF THE HAZARD

Though transportation-related mass casualty incidents (MCI) are infrequent, considerable potential still exists for a mass casualty incident on Route 157 or Route 11. There is always a possibility of a military or civilian aircraft accident occurring within the County. An aircraft attempting to either depart or land at Millinocket Municipal Airport could crash anywhere within the town. Regional and international flight paths (including military training flight paths) cross Penobscot County daily.

RISK AREA

Transportation-related mass casualty incidents can happen anywhere in Millinocket. An MCI involving a school bus could happen on any of Millinocket's roads. Routes 157 and 11 represent the highest risks as they are major thoroughfares.

DIRECTION AND CONTROL

Personnel from the police and fire departments are frequently called to respond to traffic accidents. The Incident Commander (IC) will request mutual aid from surrounding fire departments and EMS providers. The IC may also request additional law enforcement support from the Penobscot County Sheriff's Department, the Maine State Police, and other appropriate law enforcement agencies. When the magnitude of a transportation-related MCI reaches a size as to totally overwhelm the town's resources and mutual aid resources, the IC will request additional resources through the Penobscot County EMA.

COMMUNICATIONS

Communications will be maintained between the Penobscot County RCC, the Penobscot County EMA office, and the first responders. It is unlikely that regional telephone or cellular service will be interrupted during a transportation-related MCI. Two-way radio traffic may become congested since this is the primary means of communication for the Fire Department.

WARNING

There will be no warning of a transportation-related MCI. It is unlikely such an event will put the general public in harm's way. Local law enforcement will establish roadblocks if the event occurs on a highway and reroute traffic around the incident. Local traffic may be hampered in order to establish routes of travel for fire and EMS vehicles.

EMERGENCY PUBLIC INFORMATION

The Millinocket EOC may contact local radio stations to notify the public of any road closures due to the location or needs of the incident. The EM Director, Police Chief, Fire Chief, or designee will be responsible for Emergency Public Information.

EVACUATION

Unless there is hazmat involved, evacuations will not be required.

MASS CARE

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Mass care for the general public will not be required. Area hospitals will provide acute beds for those injured in the transportation MCI. Critical care patients will most likely be transported to Millinocket Regional Hospital. Patients could be transported by Lifeflight to Eastern Maine Medical Center as well.

HEALTH AND MEDICAL

Millinocket has 3 ambulances. There are multiple EMS providers in Penobscot County, as well as non-transporting services. For a large-scale MCI, EMS support will most likely be required from these services and possibly from services outside Penobscot County.

RESOURCE MANAGEMENT

The EM Director and hospitals will contact the Penobscot County EMA office when requesting additional resources.

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ATTACHMENT 6 - HAZARDOUS MATERIALS ACCIDENT

NATURE OF THE HAZARD

Hazardous materials (HazMat) travel through and are stored in the Town of Millinocket every day. A HazMat accident can happen at any time at any location in town. However, there are certain areas in Millinocket that are more susceptible to a HazMat accident than the other parts of town.

Personnel from the Fire Department may be the first to arrive at the scene of an accident or an incident involving HazMat. Most HazMat materials transported or stored in Millinocket are fuel products. Flammability is the most likely hazard to personnel. Environmental contamination will be the most likely result.

Due to the limited amount of training and HazMat response equipment, maintaining the proper level of safety will be a major issue.

RISK AREAS

State Route 157 is a primary transportation corridor for tanker trucks carrying bulk fuels (gasoline, heating oil, propane, etc). SR157 has not been identified as carrying reportable quantities of extremely hazardous materials (EHS); however, there are other types of HazMat that may transit this corridor in limited quantities.

Other possible transportation corridors for carrying HazMat are State Route 11 and Montreal, Maine & Atlantic Railroad.

The largest concentration of stored fuels is at Dead River Company. There are 2 gas stations, 3 fuel oil dealers, and 5 propane dealers in Millinocket.

Because every home in town has heating systems, the potential for carbon monoxide leaks in homes is moderately high. Carbon monoxide is an inhalation hazard. The Fire Department has an SOP for responding to and resolving residential CO leaks.

CONCEPT OF OPERATIONS

Fire department personnel have been trained to recognize the presence of hazardous materials, collect additional information on the HazMat material, implement personal protective actions, call for trained personnel and secure the area.

Personnel will assess the hazards, keeping in mind the personal safety of department personnel, as well as the safety of others who may be present. The IC will record the incident information on the Maine EMA AR-1 form and will report the information to the PRCC. The IC will assess the situation from a safe distance. Binoculars are located on the Engine. The IC will refer to the 2020 US DOT Emergency Response Guidebook (ERG) for guidance.

The IC will request technical support from the Maine Department of Environmental Protection, Emergency Spill Response Team, by contacting the PRCC. The Maine DEP will have primary responsibility for the recovery efforts of a HazMat spill. All spills, to include fuel lost from an automobile during a vehicle accident will be reported to the Maine DEP.

The IC will assign a Safety Officer for every incident identified as involving HazMat.

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The Millinocket Fire Department will implement traffic and crowd control procedures, using roadblocks as much as possible. The IC will determine what protective actions (evacuations or shelter-in-place) outside the Hot Zone will be implemented. The 2020 USDOT ERG will be consulted for initial isolation and protective action distances. Evacuees must be moved to a safe place of refuge using routes that will not cause exposure to the HazMat.

The Fire Department will park far enough from the incident site to not introduce an ignition source. All vehicles will be parked facing away from the incident if an emergency withdrawal is required.

The Department will locate a decontamination area upwind of the scene, beyond the inside perimeter, and in a hazard free area. All equipment and uninjured personnel leaving the "hot zone" will be isolated at the decontamination area and decontaminated using fire hoses set on a low pressure.

The Ambulance will be requested through the PRCC when the possibility of victims or contaminated personnel exists.

Fire Department personnel will fight fuel and propane fires. Department personnel will perform containment actions for fuel spills that are well outside the hazard areas. An example would be constructing a dike or covering up a storm drain well ahead of the spill.

The Department maintains and trains with carbon monoxide detection equipment and SCBA. Firefighters will shut off heating appliances and ventilate homes that have CO leaks.

DIRECTION AND CONTROL

The Town Manager and EM Director will consider the activation of the EOC during a HazMat incident that causes residents to be evacuated or sheltered-in-place. The IC or EM Director will establish communications with the Penobscot County EMA or RCC. The NIMS ICS will be utilized at a HazMat Incident.

ADMINISTRATION AND LOGISTICS

Millinocket firefighters receive annual HazMat: First Responder Awareness Training. Currently no members are trained at the Operations level. Training is accomplished in accordance with 29 CFR 1910.120(q). Immediately following a HazMat response, the Fire Chief will debrief the responders to determine the summary of response activities, health and safety issues, any immediate problems and the corrective actions for future responses.

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FIXED HAZMAT FACILITIES

Facility Name	Location	Chemical Name	CAS #	Quantity
Maine Water	Rte. 11	Aluminum Sulfate Solution	10043-01-3	24,000 lbs.
Brookfield Power - Millinocket Hydro	1 Katahdin Ave.	Lubricating Oil Sulfuric Acid Transformer Oil	N/A 7664-93-9 64742-53-6	16,704 lbs. 602 lbs. 21,201 lbs.
Brookfield Power - Little Italy Substation #1	York St.	Transformer Oil	64742-53-6	216,436 lbs.
Brookfield Power - Frequency Converter Substation	1 Katahdin Ave.	Transformer Oil	64742-53-6	75,139 lbs.
Brookfield Power - Millinocket Lake Pump Sta.	State Park Rd.	Transformer Oil	64742-53-6	13,392 lbs.
Our Katahdin-Substation 1,2,3	1 Katahdin Ave.	Transformer Oil	64742-53-6	16,153 lbs.
Brookfield Power -Substation 4	1 Katahdin Ave.	Transformer Oil	64742-53-6	51,504 lbs.
Dead River – Millinocket Propane Plant	198 Iron Bridge Rd.	Fuel Oil #2 Propane	68476-30-2 74-98-6	312,000 lbs. 253,800 lbs.
Dead River –District Office	795 Central St.	Fuel Oil #2 Kerosene Diesel	68476-30-2 8008-20-6 68476-30-2	130,000 lbs. 78,000 lbs. 130,000 lbs.
Consolidated Communications	Penobscot Ave.	Lead Acid Batteries	7664-93-9	15,676 lbs.
Hannaford	843 Central Ave.	Propane	74-98-6	13,440 lbs.
Millinocket Reg. Hospital	200 Somerset St.	Fuel Oil (Diesel) Oxygen	68476-30-2 778-427	14,200 lbs. 14,535 lbs.
Montreal, Maine & Atlantic Railway	Iron Bridge Rd (mechanical)	Diesel	68476-30-2	7,300 lbs.
Sand/Salt shed	Cedar St.	Sodium Chloride Crystalline Silica	7647-14-5 14808-60-7	116,000 lbs. 3,135,600 lbs.
Preble Oil Co.				
Bragdon Energy				
Millinocket Wastewater (NON-REPORTABLE)	20 Cedar St.	Sodium Hypochlorite	10022-70-5	55 gal.

Listed above are the facilities that have reportable quantities of hazardous materials.

This attachment works in conjunction with the Penobscot County Hazardous Materials Emergency Response Plan.

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ATTACHMENT 7 – TERRORISM & WEAPONS OF MASS DESTRUCTION (WMD)

NATURE OF THE HAZARD

The most likely current threat to our national security involves terrorist attacks on civilian populations and our critical infrastructure. No areas in our country are truly secure or resistant from either domestic or foreign terrorist agents. The primary goal of the terrorist is to achieve a political or social goal by creating an environment of fear. This is best accomplished by creating a mass casualty event using weapons of mass destruction (WMD). WMD are defined as any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals, disease organisms, radiation or radioactivity or explosion or fire. WMD may include conventional explosives, secondary explosive devices, cyber attacks, or nuclear, biological or chemical (NBC) warfare agents. The presence of NBC agents may not be immediately obvious, making it difficult to determine when and where they have been released, who has been exposed, and what danger is present for first responders and medical technicians.

RISK AREAS

In general, the risk areas are critical infrastructures which are very important to the safety and well being of the citizens and communities within Penobscot County. The Federal government defines critical infrastructures as systems whose "incapacity or destruction would have a debilitating impact on the defense or economic security of the nation." For Penobscot County, these services include telecommunications, electrical power systems, gas and oil storage facilities, banking and finance, transportation, water supply systems, governmental services and emergency services.

Roads and bridges that carry large volumes of traffic towards the urban centers are critical transportation links that if severed could affect a great number of people.

In the Town of Millinocket, critical infrastructure would include municipal offices, schools, community centers, religious facilities, public safety buildings, power stations, transmission lines, telephone relays, drinking water supplies, water treatment facility, the post office, banks, the airport, dams and stores.

DIRECTION AND CONTROL

As stated in the Basic Plan, the NIMS-version of the Incident Command System (ICS) will be used for all command-and-control operations. The primary difference between a terrorist incident and any other hazard event is the eventual overwhelming presence of Federal agencies, especially the FBI and FEMA. Therefore, the following direction and control issues are additional to those listed in the Basic Plan.

First responders will make an initial assessment when they arrive on scene. The senior responder will assume Incident Command, establish an Incident Command Post in an area that is safe from potential secondary hazards/devices and warn others of these hazards. First responders in Penobscot County are trained in HazMat and WMD awareness and will determine if the incident is a possible terrorist attack and if there is a potential for weapons of mass destruction. First responders will perform any obvious rescues as the incident permits without putting themselves in severe danger. The IC will establish a security perimeter and credentialing system. Responders will begin triage and treatment of victims and attempt to identify the hazard agent. A senior law enforcement officer may act as Incident Commander during a terrorist attack after the casualty or damages have been stabilized and the criminal investigation has begun. Special attention will be made to preserve evidence within the crime scene.

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Incident Command must notify the local hospitals that will be receiving the victims exposed to possible WMD agents. On-scene law enforcement will contact the Penobscot Regional Communications Center (PRCC) to request notification of the Federal Bureau of Investigation (FBI) Field Office.

The Penobscot County Regional Communications Center (PRCC) will receive calls, elicit information, dispatch first responders, relay information to first responders prior to their arrival on scene and make notifications.

The ICS that was initially established will transition into a Unified Command System (UCS) as Federal responders arrive to augment the local responders. The Municipal, County, State and Federal law enforcement officials will develop a consensus "rules of engagement" early in the planning process to smooth the transition from ICS to UCS. This unified command structure will facilitate both crisis management and consequence management activities. The UC structure used at the scene will expand as support units and agency representatives arrive to support crisis and consequence management operations. The site of a terrorist incident is a crime scene as well as a disaster scene, although the protection of lives, health, and safety remains the top priority. Because of all these considerations as well as logistical control concerns, it is extremely important that the incident site and its perimeter be tightly controlled as soon as possible.

The FBI is the overall Lead Federal Agency (LFA) for a domestic terrorist incident involving WMD and will lead the crisis management activities (including law enforcement activities) of the response. The Federal Emergency Management Agency (FEMA) is the lead agency for coordination of Federal support to State and local responders during consequence management activities of the response. Although the FBI is always involved in response to a credible terrorist threat or attack, FEMA support is provided only after a Presidential declaration, typically after State and local agencies request their assistance. Consequence management includes measures to protect public health and safety after an explosion or release; restore essential government services; and provide emergency relief to governments, business, and individuals. When crisis management activities have been completed, the U.S. Attorney General may transfer the overall Lead Federal Agency role to FEMA.

During a terrorist incident, the organizational structure to implement the Federal response at the field level is the Joint Operations Center (JOC). The JOC is established by the FBI under the operational control of the Federal On-Scene Commander who is co-located with the State Coordinating Officer and the Municipal Incident Commander in the Incident Command Post.

Representation within the JOC includes officials from local, State and Federal agencies with specific roles in crisis and consequence management. The Command Group is composed of the FBI Federal OSC and senior officials with decision making authority from local, State, and Federal agencies as appropriate based upon the circumstances of the threat or incident.

COMMUNICATIONS

In the event of a WMD incident, rapid communication is important to ensure a prompt and coordinated response. Communications must be maintained between (PRCC), the first responders, the hospital emergency rooms, and the Millinocket and Penobscot County EOCs.

Terrorist attacks have been shown to overload non-dedicated telephone lines and cellular telephones. First responders will rely primarily on radio communications. The County and municipal EOCs will communicate with the responders by radio and with other each other and other agencies by phone or HAM radios. The Internet will be used as much as possible to pass large amounts of information in order to reduce the time on landline and cellular phones.

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All radio communication traffic will be managed by PRCC. The Incident Commander, with assistance from the County EOC will establish communications and frequency protocols and assignments to reduce confusion on the radios. Currently, the County does not have radio interoperability problems, however, when State and Federal responders arrive, a new communications plan will need to be developed.

Responders must be made aware of the danger of operating radios at the scene of a Terrorist Incident. Radio transmissions could detonate unexploded explosive devices. Responders should not transmit within 300 feet of the location of a suspect explosive device.

WARNING

Initial Warning: When an overt WMD incident has occurred, the initial call for help will likely come through the PRCC or Maine State Police. The caller may or may not identify the incident as a terrorist incident, but may state only that there was an explosion, a major “accident,” or a mass casualty event. Information relayed through the dispatcher prior to arrival of first responders on scene, as well as the initial assessment, will provide first responders with the basic data needed to respond to the incident. Millinocket first responders should recognize that a terrorist incident has occurred.

Initial Detection: The initial detection of a WMD terrorist attack will occur with the municipal first responders or County or State Law Enforcement arriving at a mass casualty incident. A local medical facility may be the first to discover a covert biological attack, through the recognition of similar symptoms or syndromes by clinicians in hospital or clinical settings. Detection of biological agents could occur days or weeks after exposed individuals have left the site of the release.

Investigation and Containment of Hazards: First responders will provide initial assessment and scene surveillance of a hazard caused by an act of WMD terrorism. The County EMA Director/Designee will be contacted so the Director may request the Orono Regional Response Team. The EMA Director will also notify MEMA of the incident.

EMERGENCY PUBLIC INFORMATION

Terrorism is designed to be catastrophic. The intent of a terrorist attack is to cause maximum destruction of lives and property; create chaos, confusion, public panic; and stress municipal, County, State, and Federal response resources. Accurate and timely information, disseminated to the public and media immediately and often over the course of the response, is vital to minimize accomplishment of these terrorist objectives.

Crisis research and case studies show that accurate, consistent, and expedited information calms anxieties and reduces problematic public responses such as panic and spontaneous evacuations that terrorists hope will hamper response efforts. The news media will be the public’s primary source of information, from both official and other sources, over the course of the emergency. The Millinocket EOC Public Information Officer will immediately establish a Media Center and contact local television and radio stations. Information to safeguard the public from the current hazard will be made available for transmission to the public.

The Public Information Officer will:

1. Focus on specific hazard event-related information.
2. Report on positive efforts of emergency response activities.

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3. Correct or verify rumors.
4. Provide information on protective measures that the public can implement.

EVACUATION & RE-ENTRY

Evacuation may be required from inside the perimeter of the scene to guard against further casualties from contamination by primary release of a WMD agent, the possible release of additional WMD, secondary devices, or additional attacks targeting emergency responders.

Evacuations will be authorized and initiated by Incident Commanders, Municipal or County officers, the Millinocket EM Director or County EMA Director. The authorizer of an evacuation must coordinate with the other communities and counties that may be impacted by the evacuation.

Re-entry to the affected area will not be done until the “all clear” has been given by the Incident Commander.

SHELTERING-IN-PLACE

Temporary sheltering in-place may be appropriate if there is a short-duration release of hazardous materials or if it is determined to be safer for individuals to remain in place. Sheltering in-place is when people make a shelter out of the place, they are in. It is a way for people to make the building as safe as possible to protect them until help arrives.

The goal of sheltering in-place during WMD events is to minimize the exposure of the threatened public to the dangerous substances. Sheltering in place uses a structure and its indoor atmosphere to temporarily separate people from a hazardous outdoor atmosphere. The people will still be in the endangered area but will be protected by the barrier created by the shelter and the short-term protection of its indoor atmosphere. Over time, small cracks in buildings will allow contaminated air to enter the indoor atmosphere. Some exposure will occur, but if properly undertaken, sheltering in-place can provide substantial protection from doses high enough to cause injury. The selection of sheltering in-place to protect the public may be preferable when the leak is very fast, a migrating toxic vapor cloud could quickly overtake unprotected or evacuating citizens, the material released has a low health hazard, or evacuation would create problems that would outweigh its usefulness.

Sheltering in-place will be authorized and initiated by Incident Commander, Municipal or County officers, the Millinocket EM Director or County EMA Director. Directions to and for the public to shelter in-place will be accomplished by using the Emergency Alert System.

HEALTH & MEDICAL

Issues that may be different during a terrorist incident include decontamination, safety of victims and responders, in-place sheltering or quarantine versus evacuation, and multi-hazard or multi-agent triage. Local hospital and EMS personnel should anticipate the need to handle large numbers of people who may or may not be contaminated but who are fearful about their medical well-being.

First responders may be entering an environment with biological or chemical agents, radioactive materials, or hazardous air pollutants from collapsed buildings. The Incident Commander will need to perform a risk assessment and to modify standard protocols if the risk assessment so indicates.

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A midpoint or intermediary station may be needed to move victims out of the way of immediate harm. This action would allow responders to provide decontamination and general lifesaving support and then evacuate victims to a mass care location for further attention.

The Incident Commander will need to identify locations for setup of decontamination stations and for mobile triage support. With assistance from the County Decon Strike Team, the Orono Regional Response Team, and/or WMD Civil Support Team, the IC will need to determine safety perimeters, based on the type of agent.

Area hospitals within Penobscot County have the capability to handle a small number of contaminated casualties.

RESOURCE MANAGEMENT

The Millinocket EOC will contact Penobscot County EMA/EOC with requests for additional resources.

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ATTACHMENT 8 – UTILITY FAILURE INCIDENTS

NATURE OF THE HAZARD

Due to the rural nature of the community, Millinocket is very susceptible to a prolonged power outage. Electrical utility failure can occur as a result of a severe winter or summer storm, a major transmission line failure, a region-wide system failure or as an act of sabotage by cyber or conventional terrorists. The effects of a prolonged power outage will be that the normal tasks of heating, cooking, water collection, sanitation, waste removal, food storage, information gathering, communication and acquiring supplies will be severely restricted or made impossible. The dangers will be greatly increased if the power outage takes place during cold weather. It is extremely likely that such an event would be regional in nature and therefore little help is expected from neighboring communities.

RISK AREA

The entire Town of Millinocket is susceptible to major electrical utility failures. Special needs populations, the poor, the ill-prepared and businesses are most at risk. Risk is reduced by those individuals, organizations and businesses that maintain localized back up power capabilities such as batteries or generators.

DIRECTION AND CONTROL

The Town Manager or the EM Director may activate the Emergency Operations Center (EOC) or initiate the Emergency Operations Plan (EOP) if they determine that the utility failure will be prolonged. The responsibility for electrical utility transmission line maintenance, repair, construction and operations is with Versant Power. The Millinocket EOC will call in the outage information and community status to the Versant Power Outage Center (1-800-440-1111) and to the Penobscot County EOC.

The Fire Dept. will be used as a core of volunteers to coordinate all response and recovery. Additional volunteers should be sought to add to the ranks of the Fire Dept.

COMMUNICATIONS

Communications will be maintained between the Penobscot County Regional Communications Center (PRCC), Penobscot County EMA office, first responders, and municipal officers. A major utility failure could affect telephone, cell phone and radio transmission capabilities. Communications may need to be completed by HAM radios or by couriers.

EMERGENCY PUBLIC INFORMATION

Because severe storms typically affect a large section of the state, the Maine Emergency Management Agency and the two Maine-based National Weather Service Stations will contact local radio and televisions to notify the public of the expected severity and conditions of the storm, instructions on how to prepare for the storm and the status of road closures. The same applies for a wide-spread utility failure.

If telephones in Millinocket are still functioning, contact should be made to a minimum of one representative on each road who will assist in passing emergency public information to the other residents on that road. Information regarding the requirements for and capabilities of the electrical status, mass care, water, food, heating, sanitation, and other supplies will be passed to the town residents.

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MASS CARE

Most residents will be able to stay in their own homes. Elderly and special needs individuals should be checked on by the Fire Department to see if these people will need to be transported to a disaster relief shelter. Shelters may need to be opened to provide heat or eating stations for those affected by the utility failure. The Pine Tree Chapter of the American Red Cross will manage sheltering. If the numbers are limited, these people may be sheltered in area commercial lodging. Contact the Penobscot County EOC to determine what shelters have been established in the County.

RESOURCE MANAGEMENT

The Town of Millinocket will contact the Penobscot County EMA office when requesting additional resources.

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ATTACHMENT 9 – EARTHQUAKE INCIDENTS

NATURE OF THE HAZARD

Penobscot County is subject to earthquakes. According to the Maine Geological Survey, there has been only one documented earthquake in Penobscot County having a magnitude of 3.5 (or greater) on the Richter Scale since 1997. The report also states there are no active fault lines in Maine and the probability of an earthquake in Penobscot County strong enough to cause damage is remote. In the event of an earthquake the primary concern would be structural damage, cracked or fallen chimneys and debris.

RISK AREA

The entire Town of Millinocket is subject to earthquakes. There are no active fault lines within the County and therefore earthquakes that did occur would be at shallow depths in the earth's crust, minimizing damage.

DIRECTION AND CONTROL

The Millinocket EM Director will be responsible for managing emergency response and recovery operations. The Town Council is responsible for assuring damage assessment is conducted. The Public Works Director will assess damages to town roads and bridges. Resource requests, situation reports, and damage assessment forms will be submitted to Penobscot County EMA.

COMMUNICATIONS

Communications will be maintained between the Penobscot County RCC, the Penobscot County EMA office, the first responders and the municipal officers. Earthquakes are not likely to overload telephone lines, cellular telephones or two-way radios.

WARNING

The National Weather Service is responsible for providing up-to-date earthquake information. The Penobscot County EMA will monitor the NWS/NOAA, television news reports, and weather radios. This information is also monitored by the Penobscot RCC.

EMERGENCY PUBLIC INFORMATION

As soon as the situation is determined, the Penobscot County EMA will contact local radio and television stations to notify the public of the expected aftershocks of the earthquake, instructions on when and where to evacuate and the status of road closures. Local Emergency Public Information will be handled by the EM Director, Fire Chief, Police Chief, Town Manager or designee.

EVACUATION

Very few evacuations are expected due to the nature of an earthquake, depending upon its location within Penobscot County. A few localized individual residential evacuations may be necessary. These will be managed by the Millinocket Fire Department.

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MASS CARE

Because very few evacuations are expected, there will be only limited needs for sheltering affected families and individuals. These cases of sheltering will be managed by the Penobscot County Chapter of the American Red Cross and the effected individuals. Most will be sheltered in area commercial lodging.

HEALTH AND MEDICAL

The Penobscot County EMA will contact municipal officials to determine the drinking water quality and sanitary conditions in their communities following an earthquake event.

RESOURCE MANAGEMENT

The Millinocket EOC will contact the County EMA office when requesting additional resources.

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ATTACHMENT 10 – DISEASE & EPIDEMIC/PANDEMIC INCIDENTS

NATURE OF THE HAZARD

Diseases are spread generally by close person-to-person contact. Many Millinocket residents are employed in other communities and most residents rely on other communities to obtain groceries and other goods, pursue education, attend entertainment events, and interaction in public settings outside the community contain the potential to bring an infectious disease into Millinocket.

RISK AREA

An epidemic is not constrained by geography. Any location in the United States is susceptible and locations of those individuals shown to be infected could be in many different places simultaneously. Some factors that will determine the risk factor for individuals will be those exposed to the pathogen, the level and duration of the exposure, the sanitary conditions and the health, cleanliness and biological resistance of the individual. Due to the rural nature of Millinocket, all residents are susceptible to contracting disease from any of a variety of sources.

DIRECTION AND CONTROL

The Emergency Management (EM) Director will establish an Emergency Operations Center (EOC) to assist the municipal officer(s) with coordinating all response and recovery activities. The EM Director will establish and maintain communications with the Penobscot County EOC.

The Millinocket Health Officer will be responsible for recommending to the Town Council that a declaration that an epidemic or pandemic emergency exists. Such declaration shall be reported to the Penobscot County EMA and a joint response shall take place to the extent that such a response is possible. The Health Officer shall assist in the reporting, prevention, and suppression of diseases and conditions dangerous to health, and the Health Officer is subject to the supervision and direction of DHHS. The local health officer shall receive and evaluate complaints made by any of the inhabitants concerning nuisances posing a consent of the owner, agent or occupant, the local health officer may enter upon or within any place or premises where nuisances or conditions posing a public health threat are known or believed to exist, and personally, or by appointed agents, inspect and examine the same. If entry is refused, the municipal health officer shall apply for an inspection warrant from the District Court, pursuant to Title 4, section 179, prior to conducting the inspection. The Health Officer will work with Millinocket Regional Hospital and Medical Control to manage epidemic/pandemic incidents.

The Public Works Director will determine how best to inter the dead in each municipality. He will prepare gravesites for burials and fill-in graves after services. The Public Works Director will oversee any burial storage facilities during winter season and will handle all cemetery recordkeeping, including burial records. The Public Works Director will comply with any special instructions from CDC regarding internment of bodies.

The Town Clerk will record all burial permits and death certificates. During an epidemic or pandemic, the Town Clerk shall notify the municipal officers, Health Officer and Emergency Management Director the names of those who have died with influenza listed as a cause of death. This information shall also be forwarded to the Penobscot County EMA/EOC.

Important factors that will need to be considered in determining a threshold for community action include: number of cases and close contacts, number of cases per town, number of cases per week, characteristics of local disease transmission, (i.e. speed of spread, number of generations), types of

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exposure categories (travel-related, close contact, health care worker, unlinked transmission, etc.), morbidity and mortality rates, extent of community influx and efflux, and the availability of local health care and public health resources. Some actions that may be taken include:

CONTROL MEASURE	MEASURE IMPLEMENTATION AUTHORITY
Promote proper hygiene to public	Penobscot County Joint Information Center
Close non-essential government functions	Municipal & County Elected Officers
Close public buildings and spaces	Municipal & County Elected Officers Local Health Officers
Cancel public events (section IIB5)	Municipal & County Elected Officers Local Health Officers Event Organizers
Close educational institutions	School Superintendents/Principals/Directors
Request voluntary closing of businesses	Local & County Elected Officers Local & County Emergency Mgmt Directors Business Owners

WARNING

The EM Director and Health Officer shall place pamphlets in public places regarding handling disease spread. Examples include the town office, library, transfer station, schools, local stores, etc.

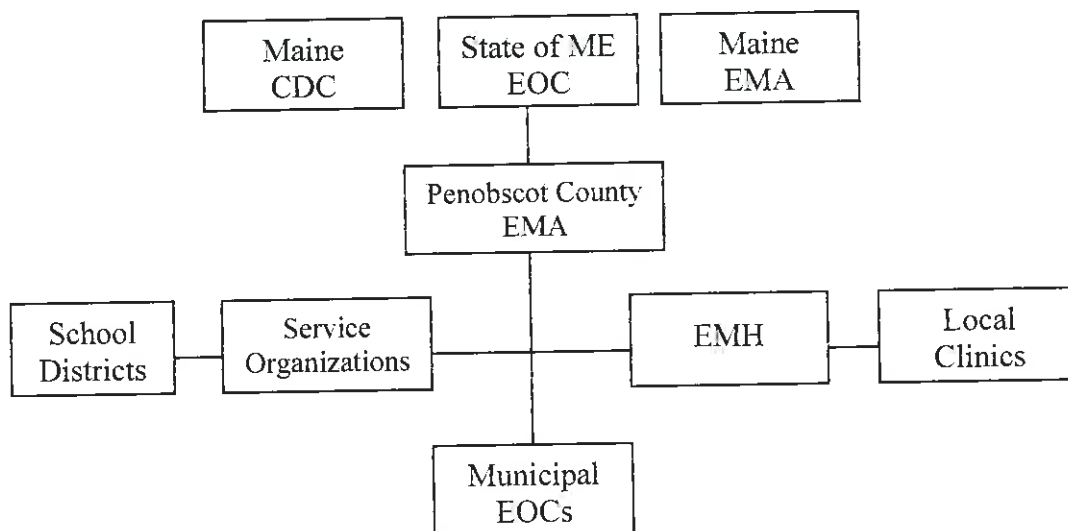
EMERGENCY PUBLIC INFORMATION

It is critical to have the most current and accurate information for emergency managers, medical and public health professionals and public safety responders for these agencies to best prepare and respond to a disease outbreak. Up-to-date disease and epidemic information may be found at the following locations:

TOPIC	CONTACT INFORMATION
Maine CDC Public Health Advisories	http://www.maine.gov/dhhs/boh/newhan.htm
Bird Disease Reporting Hotline	1-800-821-5821
State of Maine Web EOC	https://webeoc.mema.maine.gov/eoc6

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An information network will be established during a major disease outbreak to ensure all parties involved in the mitigation, preparedness, response and recovery from an outbreak are kept “in the loop”. The following chart illustrates this network.



Local Emergency Public Information will be handled by the EM Director/Fire Chief, Police Chief, Town Manager or designee.

RESOURCE MANAGEMENT

The Town of Millinocket has limited public health facilities. Coordination shall be done through the Penobscot County EMA and local hospitals to the greatest extent possible.

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ATTACHMENT 11 – TORNADO INCIDENTS

NATURE OF THE HAZARD

A tornado can occur as a result of a severe summer storm and is described as a violently rotating column of air extending from a thunderstorm to the ground. Tornadoes can also occur as the result of a severe winter storm, although the occurrence is rare. The most violent tornadoes have rotating winds of 250 miles per hour or more. Those developing from severe thunderstorms may also generate large hail and damaging winds. They can cause extreme destruction, including uprooting trees and well-made structures, and turning normally harmless objects into deadly missiles.

According to data provided by the Maine Emergency Management Agency, mobile homes are most vulnerable to substantial damage. Tornadoes can occur at any time of the day or night, although they are most likely to occur between 3:00 and 9:00 p.m. Due to the sparse populations and dense unpopulated forest areas within Penobscot County, there have not been significant amounts of property damage or personal injury to date.

RISK AREA

The entire Town of Millinocket is susceptible to tornadoes. Due to the randomness of tornado events, those occupying mobile homes are most at risk. In the summer months, people camping and/or recreating on the Penobscot River and area lakes would be at risk as well.

Between the years 1950 through 1995, nine tornadoes were recorded at various sites within Penobscot County. None of those reported were greater than an F-Scale 2 and there were only two injuries reported.

DIRECTION AND CONTROL

The Town Council is responsible for assuring damage assessment is conducted. The Public Works Director will assess damages to town roads and bridges. The EM Director is responsible for coordination with the county, state and federal personnel involved in damage assessment.

The responsibility for electrical utility transmission, line maintenance, and repairs is with Versant Power.

COMMUNICATIONS

Communications will be maintained between the Penobscot County RCC, Penobscot County EMA, first responders and municipal officers. A tornado which has caused major damage, including a utility failure could affect telephone, cell phone and radio transmission capabilities. Communications may need to be completed by HAM radios or by couriers.

WARNING

Tornadoes often occur with very little advance warning. Stay tuned to television and radio for emergency messages from the National Weather Service (NWS). Penobscot County is notified by the two NWS stations located in Gray and Caribou, Maine.

EMERGENCY PUBLIC INFORMATION

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In the event of a suspected or impending tornado event, the Maine Emergency Management Agency and the two Maine-based National Weather Service Stations will contact local radio and television stations to notify the public of the expected severity and conditions of the tornado to include instructions on how to prepare for a tornado and the status of possible road closures. Local Emergency Public Information will be handled by the EM Director/Fire Chief, Police Chief, Town Manager or designee.

EVACUATION & RE-ENTRY

Evacuations may be necessary as a result of a tornado. Individuals may need to relocate from their homes if there is damage; they lose power and have no backup power source. Elderly residents in private homes may need assistance in order to evacuate to other facilities. This is a limited individual evacuation and traffic congestion is unlikely.

Re-entry to affected areas will be conducted after an all-clear has been issued following a tornado event.

MASS CARE

Although the likelihood is remote, shelters may need to be opened to provide services for those affected by a tornado. The Pine Tree Chapter of the American Red Cross will manage cases of sheltering. If the numbers are limited, these people may be sheltered in area commercial lodging, if available. If the numbers of persons requiring sheltering is high, then mass care facilities will be established outside the danger areas.

RESOURCE MANAGEMENT

The Millinocket EOC will contact the Penobscot County EMA when requesting additional resources.

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ATTACHMENT 12 – SCHOOL VIOLENCE

NATURE OF THE HAZARD

Millinocket is a small rural community with very few locations for public gatherings. Although a political terrorist attack is very unlikely, a domestic incident by an individual or several individuals attacking students is within the realm of possibility. In today's social environment, any school could experience (and some have experienced) school violence. All law enforcement officers in Penobscot County have completed "active shooter" training, but not all are equipped with adequate body armor or other personal protective equipment.

RISK AREA

Our children are very important, so even remote chances for an incident at our schools must be prepared for in order to safeguard our most precious resource. Millinocket schools do not have security personnel or school resource officers. School administrators and teachers will be the first line of defense. Internal school policies will attempt to limit weapons from getting into the school in the hands of students, but the school officials have no way to protect against an attack which is in progress. It must be acknowledged that a determined suspect will be able to attack.

Stearns Jr/Senior High School, and Granite Street School are Millinocket's schools.

**The following is a general framework for reference. Please refer to existing school plans (attached) for further guidance.*

CONCEPT OF OPERATIONS

Incident priorities for a school violence emergency include the following:

1. Life safety for incident victims, especially the students.
2. Life safety for incident first responders.
3. Deceased victim recovery.
4. Scene security.

Incident objectives for a school violence emergency include the following:

1. Immediately dispatch all available law enforcement in the county including local, County and State officers.
2. Follow up with the dispatch of all necessary EMS and Fire Department resources.
3. Ensure the health and safety of all first responders that arrive on scene.
4. Release public warning action information to the media and the general public.
5. Rescue all incident victims as soon as possible.
6. Organize the EMS units to receive mass casualties within 15 minutes of the first EMS unit's arrival on scene.

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Incident tactics for a school violence emergency include the following:

1. PRCC shall alert all public safety agencies needed.
2. Ensure that all first responders arriving on scene stay in the appropriate safety zones.
3. Establish a Unified Command (UC) between law enforcement and the Fire Department. UC will expand as support units and agency representatives arrive at the scene.
4. Appoint a Public Information Officer (PIO) and work with the school public information staff to present timely and accurate information to the media.

DIRECTION AND CONTROL

The Incident Command System (ICS) will be used for all school violence incidents. The greatest challenge will be to quickly establish an ICS organization that coordinates the various agencies from all levels of local, County and State government. The first police officer on scene will be the Incident Commander (IC) and will begin to establish a perimeter – unless shooting is underway, in which case an active shooter response will be initiated. It may take 15 to 30 minutes to get a significant law enforcement presence to the scene. The Penobscot County Sheriff's Department, Maine State Police and the City of Bangor have designated tactical teams. It may take up to an hour for a tactical team to arrive on scene. Upon request by Incident Command, PRCC will request a tactical team, additional law enforcement and EMS support.

Millinocket Fire Department will establish a safety program, assist with overhead management, staff traffic control points, and prepare for fire suppression and victim rescue. Law enforcement will determine when victim rescue may begin.

Millinocket Ambulance will immediately set up a mass casualty incident response organization, even if there are no current patients.

Incident command will notify Northern Light Eastern Maine Healthcare and Millinocket Regional Hospital as soon as possible with the potential numbers of injured victims so the hospital can prepare for the inflow of patients.

WARNING

Close contact between school officials and the East Millinocket Police Department must be established. Any "intelligence" that the Police Dept. receives that might be linked to possible eventual trouble at the schools should be immediately provided to the School Superintendent.

COMMUNICATIONS

All radio communication traffic will be managed by the Incident Command Post. The IC will establish communications and frequency protocols and assignments to reduce confusion on the radios. The Penobscot Regional Communications Center (PRCC) will alert all public safety agencies needed, upon request.

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EMERGENCY PUBLIC INFORMATION

The School Superintendent or the School Crisis Management Team will immediately establish a Media Center to support the Unified Command. Emergency Public Information will be coordinated with the EM Director/Fire Chief, Police Chief, Town Manager or designee.

EVACUATION & RE-ENTRY

Careful consideration should be given to developing school policy regarding evacuations or sheltering-in-place during school violence incidents.

Additionally, an internal method of alerting teachers of the type of danger and what actions should be taken must be established.

As indicated in "Millinocket Police/Millinocket School Department Response to School Violence" a Parent Center will be established at I Care Ministries at 45 Spring Street and manned by school staff members.

Once internal policies are established, drill evacuations should be practiced annually.

RESOURCE MANAGEMENT

Contact Penobscot County EMA for additional resources.

REFERENCE

General Order 2-17: Millinocket Police/Millinocket School Department Response to School Violence, adopted 05/01/2007.

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ATTACHMENT 13: DAM EMERGENCY

NATURE OF THE HAZARD

The Town of Millinocket is susceptible to dam emergencies including structural failures or breeches causing rapid flooding and the need for evacuation of areas in flood zones. Though these emergencies are infrequent the effects could be widespread and life-threatening. **The following is a general framework; refer to existing Dam Emergency Action Plans for more specific information.*

RISK AREA

The Town of Millinocket is in a high-risk area in the event of a dam failure or breach. The upper branches of the Penobscot River are heavily dammed and controlled by Brookfield Renewable Power, Inc. The Town of Millinocket would be affected by the failure or breach of Ripogenus Dam as it is probable that this would trigger a domino effect with downstream dams. Other risks include the failures or breeches of Millinocket Lake Dam, North Twin Dam, Stone Dam, Dolby Dam, and East Millinocket Dam. All residences, businesses, and recreational areas along the Penobscot River and low-lying areas would be impacted by a dam emergency. 146 homes are identified on the town floodplain maps as being at greatest risk. The Katahdin Paper Complex is also at great risk.

DIRECTION AND CONTROL

The Town Manager and EM Director should consider activating the EOC during a dam emergency that causes residents to be evacuated or sheltered-in-place. The Town of Millinocket will be responsible for conducting emergency response, damage assessment, and recovery operations within their jurisdiction. The NIMS ICS will be utilized during the incident. The IC must quickly assess the situation and determine the scale of support needed. The IC or EM Director will establish communications with the Penobscot County EMA and the Penobscot Regional Communications Center (PRCC) to request support and mutual aid as needed. When local resources have been exhausted the IC will provide resource requests, situation reports, and state damage assessment forms to the Penobscot County EMA for processing. The Penobscot County EMA may activate County EOC and will provide support as requested.

COMMUNICATIONS

Communications will be maintained between PRCC, Penobscot County EMA, the first responders and the municipal officers via telephone, cellular telephone, or two-way radios.

WARNING

In the event of dam emergencies to include failures, imminent failures, or potential failures, the dam owner or local public safety will contact PRCC, Maine State Police, the National Weather Service, and Penobscot EMA. The dam owner will also activate their early warning sirens where applicable and depending on the type of emergency. (See attached Notification Flowchart). Residents must be alerted immediately, for a safe and orderly evacuation to higher grounds. The EOC will contact local radio and television stations and request that they broadcast information on the disaster.

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EMERGENCY PUBLIC INFORMATION

Once the situation is determined, the public should be kept apprised of developments, instructions, status of road closures, etc. The EM Director, Town Manager, Police Chief or designee will serve as the Public Information Officer to coordinate with local radio and television stations and request that they broadcast information on the disaster.

EVACUATION & RE-ENTRY

The EOC will determine what routes will be used in order to evacuate residents. (See EVACUATION annex.) Contact the town officials of neighboring towns to make sure that you are not evacuating people in another town's danger zones. Attempt to post the evacuation routes and barricade closed roads. In the event the bridge in Medway is out of service due to flooding or dam failure, evacuees will be sent to high ground within Millinocket. Local elected officials will maintain responsibility for declaring an end to emergency response activities. When this has occurred, they will also coordinate re-entry into previously evacuated areas.

SHELTERING & MASS CARE

There will be only limited needs for sheltering affected families and individuals. These cases of sheltering will be managed by the Pine Tree Chapter of the American Red Cross and the affected individuals. Most will be sheltered in a local designated shelter or commercial lodging. If sheltering is needed, the request will be made through the Penobscot County EMA.

HEALTH & MEDICAL

The drinking water quality and sanitary conditions must be monitored and reported to the Penobscot County EMA following a dam emergency involving flood conditions. Well-water test kits may be requested for flooded homes.

DEBRIS MANAGEMENT

A dam emergency will likely create the need for debris management in the wake of the initial incident. Flooding that damages storm water management systems could create construction debris, such as broken culverts and hazardous material contamination issues may also be present. This debris will be taken care of by the road contractor when the new storm water system is constructed and will not be an emergency issue for the Town. Severe flood waters could drop trees and wires in roadways. The power and telephone utilities will be responsible for the cleanup of broken poles and cut wires. The Millinocket Public Works Dept. or the Maine Department of Transportation (DOT) will be responsible for removing tree debris from roadways. Early on, Public Works or the Fire Department may move or cut tree debris from state-maintained roads, since it may be some time before DOT is able to complete the task.

RESOURCE MANAGEMENT

A dam emergency will likely require resources beyond what is maintained at the local level. The Town of Millinocket will contact the Penobscot County EMA when requesting resources. Mutual aid agreements between municipalities will be implemented in order to further increase available emergency resources. For example, pumps, generators, sand, sandbags, and heavy equipment may be needed for flooded areas. The Penobscot County EMA will forward unmet resource needs to the State EOC.

REFERENCE

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Great Lakes Hydro America, LLC Maine Power-Emergency Action Plan, December 2009. Ripogenus Dam Notification Flowchart Figure I-05P (attached).

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DEFINITIONS

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within given operational periods that is based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified using Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

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Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objective reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects

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the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

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Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated

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resource allocations, establish cohesion among agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

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Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS

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materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

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Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

Millinocket, Maine Emergency Operations Plan

ACRONYMS

ALS

Advanced Life Support

DOC

Department Operations Center

EMA

Emergency Management Agency

EMAC

Emergency Management Assistance Compact

EOC

Emergency Operations Center

EOP

Emergency Operations Plan

FOG

Field Operations Guide

GIS

Geographic Information System

HAZMAT

Hazardous Material

HSPD-5

Homeland Security Presidential Directive-5

IAP

Incident Action Plan

IC

Incident Commander

ICP

Incident Command Post

ICS

Incident Command System

IC or UC

Incident Command or Unified Command

IMT

Incident Management Team

JIS

Joint Information System

JIC

Joint Information Center

LEPC

Local Emergency Planning Committee

Millinocket, Maine Emergency Operations Plan

LNO

Liaison Officer

MSP

Maine State Police

NDMS

National Disaster Medical System

NGO

Nongovernmental Organization

NIMS

National Incident Management System

NRP

National Response Plan

PCART

Penobscot County Animal Response Team

PCSO

Penobscot County Sheriff's Office

POLREP

Pollution Report

PIO

Public Information Officer

PRCC

Penobscot Regional Communications Center

PVO

Private Voluntary Organizations

R&D

Research and Development

RESTAT

Resources Status

ROSS

Resource Ordering and Status System

SDO

Standards Development Organizations

SERC

State Emergency Response Commission

SITREP

Situation Report

SO

Safety Officer

Millinocket, Maine Emergency Operations Plan

SOP

Standard Operating Procedure

UC

Unified Command

US&R

Urban Search and Rescue



Town of Millinocket

Dr. Annette Padilla, Interim Town Manager
197 Penobscot Avenue, Millinocket, Maine 04462 USA
Telephone 207-723-7000 FAX 207-723-7002
Manager@Millinocket.org
www.millinocket.org

Town Manager's Report

Thursday January 14, 2020

Council Meetings – to be held via Council Chambers and Zoom for the Public
Thursdays at 430pm-630pm; January 1/28/21, March 3/11/21, 3/25/21

The Town office will be closed Monday 1/18/21 Martin Luther King Day

1) People, Finances, Legal (priorities)

People: Meeting with Departmental staff bi-weekly to collaborate on like projects, solve problems and prepare for fiscal year 7/1/21-6/30/22 (next meeting 1/20 9am) with invitation to Chair Golieb to say hello. Meeting with Jim Charette, director Wastewater Department 1/19/21 to see operation and meet crew. Met with Lori Haskell, Animal Control Officer regarding this operation. Involved with HR and hiring for Custodian and conducting a salary survey via MMA as well as participating in their annual survey for municipalities. This supports a strategy to remain competitive and retain employees.

Financial: Working on fundraising proposal for Chair Golieb, seeking funding for FBO building via US Federal Aviation Administration (FAA) and or Maine State Department of Transportation (DOT); accessing TRIO system with training from Harris. Weekly meetings with Treasurer to assess current expenses and revenue. Addressing vendor issues with getting copies of signed contracts, billing, etc. Access revenue sharing document from MMA for State of Maine.

Legal-Working with Dean Beaupain and Human Resource Director Lori Santerre on current legal issues as well as assessing needs and other legal experts. Following-up on Police Contract with East Millinocket Administrative Assistant Angela Cote. **Recommendation:** to schedule a Millinocket Code Training with Dean Beaupain in January or February.

Public Relations: Worked with Design Lab to update website and Facebook page on notices from the State of Maine and other citizen issues. Writing a weekly column in Lincoln-News Katahdin Section for Manager's Update on current issues and projects. Worked with citizens regarding their concerns and letters

regarding policing for the hearing. Met with Lorne Smith, Teamsters regarding our contract and reached out to Fire Department Union Representative to increase communication with both groups.

2)Councilmember Support: Sent Question and Answer document for **Maine State Representative Peggy Stanley (R-Medway) for Councilor Charles Pray**, planning to staff Committees as needed. Met with Council Chair Golieb regarding police hearing and Danforth as needed regarding projects with State of Maine Department of Transportation (DOT). Planning and organizing Executive Sessions as needed. Scheduling Zoom Meetings and Council agendas for scheduled events such as Public Hearing, and scheduling Council meeting speakers and handouts/materials for these events.

Drugs. Visited Pir2Peer 12/24 to see facility; requested any middle and/or high school drug data from Frank Boynton, Superintendent of Schools; met with US Department of Justice representative for Maine 1/11/21 regarding grant funding for prevention of drug problems.

Project Work: Information Technology-met with Richard Angotti and Maine Technology Group to discuss contract and server and on-going needs for IT support. WIFI in the building for Council and staff use.

Economic Development. Finished **Comprehensive Plan** per deadline 1/5/21 with Eastern Maine Development Corporation (EMDC) planner Anna Stockman. Appreciation to departmental leaders for providing input: Wastewater, Code, Public Works, Treasurer, Fire Dept/EMS. Planning Board and Brittany Grutter, Northern Forest Center. Councilor Danforth. 1/28 meeting for overview and summary of this plan as it related to others such as the Gazetteer. Recommending to Council for strategic planning that would involve Council and staff.

Additional Economic Development Projects Include:

- 1) Katahdin Gazetteer: A Roadmap to the Future (walkability, outdoor recreation, attracting all ages, jobs and economy, forest product manufacturing, future proofing the region)
- 2) Millinocket Downtown Action Plan
- 3) Dept of Commerce/US Economic Development Admin. (EDA)/Maine Dept of Economic and Community Devt & Global Resilience Institute of Northeastern University re: Opportunity Zones Interview & Katahdin Region Plan (Leveraging Opportunity Zones for Resilience Building in Maine)
- 4) Place + The Local Economy: Next Steps for Millinocket
- 5) Main Street Program & Maine Development Foundation webinar and opportunity
- 6) In-Site Architecture Follow-up for Penobscot Ave. Renderings with Lucy Van Hook, Our Katahdin

3)Community Events: Public Hearing on Police Services January 7th, 2021 6:00-8:00 pm via Zoom Created sub-agenda and invited the public on Town Facebook and the Website 1/4/21 to inform the public with details in outline form). Updated both 1/7/21. Assisted the public who submitted letters for the record.

Contract Overview-This contract went into effect 12/22/20 to June 30, 2022 (18 months) for policing services 24/7, using our fleet of vehicles, and office at the Municipal building. We can withdraw from the contract with 60 days written notice to East Millinocket. The Interim Town Manager, Dr. Padilla and

Town Clerk, Diana Lakeman have been swearing in the 16 officers to work in Millinocket (and look forward welcoming our Millinocket Patrol squad of 1 sergeant and 3 patrol officers when hired).

East Millinocket Police Department keeps the Manager informed of the schedule, officers assigned, and costs per contract. We also are getting monthly cost expenditure and operations reports. The budget includes a capital improvement account, a major equipment account, and reserve account. Unexpended capital improvement and major equipment funds at the end of the budget period will roll over into the reserve account in the budget and will carry forward to the same account upon termination. All unspent amounts including reserve funds shall be returned to Millinocket. Compensation is \$383,250 due 1/4/21 (paid) and \$610,874 paid quarterly then on 7/1/21 at \$152,718.50.

Police Service Process, Methods, and Potential Cost Savings

We don't discuss personnel details of any former or current employees or legal issues. I research situations and factors for decisions thoroughly and consult parties involved such as staff, our partners, contractors, and others. For our own Police, I collected information and advised Town Council and they decide on policy change and my role is to implement, sign contracts as the authorized and bonded official, make sure services are provided, the public is informed, and the Town is fiscally and legally viable.

I listen to people, their opinions, advice, and ideas. At the end, I am trained and responsible to decide, and I do so with care for staff as people, responsibility to taxpayers, and the entire Town. While I aim to please, not everyone will be satisfied with the steps, process, or outcomes. I advance the Town Council goals locally in the context of improving quality of life in Millinocket and the region. As I mentioned before, other Towns (approximately 12) have used similar models (in about 5 collectives) to offer services using contracts to address a limited tax base.

Report on Policing Services and Administration

Treasurer MaryAlice Cullen and the Manager have been meeting to follow-up on the Contract for implementation. Lori Santerre has helped also regarding our municipal office as Richard Angotti has transitioned the IT over. The Fire Department and Emergency Management Chief Malcolm and Public Works Director Ralph Soucier have met with the Chief of East Mill PD McDunnah to coordinate emergency and road operations. This has been a lot of work for the Town Departments and staff and I want to thank them and the contractors, including our lawyer Dean Beaupain who assisted and the leadership (Board of Selectmen) from East Millinocket as well as their Administrative Assistant Angela Cote.

I asked our treasurer MaryAlice Cullen for an analysis of the expected cost savings and budget comparisons. From our budget of Millinocket (\$500,000 plus grants and benefits and insurance) **\$751,956** compared to what we are paying East Millinocket of **\$610,874**, there is a cost savings of **\$141,082**. **The projected range could be between 141K and 171K if you consider capital at 30,000.**

Our fleet of vehicles is being well taken care as is our facility. So far, community feedback is positive, people are pleased. I have met many of the officers working in Town who are very professional, friendly, and knowledgeable about Millinocket. East PD has brought on a **Chaplain Ian Shearer** to serve in Town. This is common in police departments if there is a death or the officers need someone to talk to. It is a great resource and Chaplain Shearer lives in Town. I checked in with our **Animal Control Officer Lorri Haskell** who will be receiving a briefing from the Chief and they are collaborating as needed and I met with her. I also met with the District Attorney (Chris Lavoie) and representative to the Courts Katherine Ward.

The methods for East Millinocket policing is a field operation that is based on calls for service and patrolling, on crime tips, leads and intelligence.

Cameron McDunnah, Chief of Police, East Millinocket Police Department Report

Residents can call 297 723-9731 for dispatch to report a crime or suspicious activity, meet an officer at the police station, the crime scene, or home (depending on the situation).

Transitional Notes-Preliminary Report from East Millinocket Police Department

Fleet maintenance and cleaning was completed. The department is working on cases and reports, the District Attorney, researching investigations, working to address drugs, and organizing the Millinocket Police Station offices and facility. Upgrades for equipment are expected per quotes for mobile computers and radios. The staff re being sown in by the Town, patrolling, and working with Millinocket Fire Department and Public Works. The Department is hiring a Sergeant and three officers per their website and posted on the Millinocket website as well as Facebook. The EMPD staff have been spending time speaking with citizens and allowing them to voice their concerns and compiling a list of noted concerns and problem areas.

December & January Statistics from Corporal Fitzgerald, Millinocket PD. This data is for 12/22/20 to 1/5/21 or 15 days (approximately two weeks). It is an indication of activity, so future reports will be more revealing in terms of monthly outcomes.

December and January 2020-2021 Statistics: 174 Calls for Service (5 Adult Arrests, 0 Juvenile Arrests); Average calls per day: 11.6;

200 Observed Offenses: Welfare Check=21; Town Ordinance=15; Designated Patrol; Ambulance/Medical Assist=9; Police Information=9; Bail/Probation Search=7; Suspicious=10; other offenses

Reported Offenses include drugs=1; Town Ordinance=9, Property Checks=38; Welfare Checks=12; Police Information=9; other offenses

December, 2020 Calls for Service: 128 for Millinocket

*Thank you to the public, business community, and guests for welcoming East Millinocket Police Department into Town and maintaining the peace.

4)Other Partners: 12/29 Met with Many Oliver, **Oliver and Associates** re: Bond issue and projects for Wastewater with Public Works Director Ralph Soucier and Jim Charette, Wastewater Dept. Director and MaryAlice Cullen, Treasurer; Worked with **Sierra Club** to discuss internship program and stipend payment for intern Meagan Collins. Worked with Millinocket (MLT) Airport Planner Patrick Sharrow, **Hoyle-Tanner** (HT) to meet with Stacie Haskell, Maine Department of Transportation re: FAA funding and other Capital Improvement Projects (CIP) related to MLT Airport. Met with Patrick Sharrow and Nicole Davis 1/12/21 at HT regarding airport survey data. Coordinated meeting with **Arcadia DesignWorks** and Councilor Bragdon regarding Terminal Building Tour on-site at Airport for 1/12/21.

Email (preferred) is Manager@Millinocket.org, Phone Direct: 207-447-4093; Telephone: 207-723-7000 x5 Fax: 207-723-7002 www.millinocket.org. We are Zooming for all meetings now due to Covid.

The following departmental updates are submitted for your review. Please contact me for more information. We would ask that as elected officials, that you email (or call if you wish) the Town Manager if you have a question and/or interest about staff work, projects, etc. Please do not approach departmental directors or line staff directly about their jobs or tasks. As manager I welcome your inquiry and interest and will be timely in responding to you. **Note if councilors are reaching out with another role from another organization, please clarify that in your email to the manager, who will advance your query or request to the Department Lead.**

DEPARTMENT UPDATES

There are eleven (11) departments according to the below reports, some with units operating within, in the Town of Millinocket, according to my reports below and via the website. *(note: Organized by Alpha)*

1) **Code Enforcement**-Richard Angotti, Code Enforcement Officer (CEO)

We are reviewing two alteration applications:

1. Wabanaki tribe's renovation of the old VFW building which they purchased on Oxford street. We are 60% through the review and should be sending a permit when finished.
2. The Stearns Assisted living building on Maine avenue (old Stearns high school) is adding 25 more units to the facility. I have reviewed approximately 25% of this plan and will continue my review and hopefully complete it in January.

Permit Log for 2020

2 New or used trailers at Kelly Trailer Park

14 Accessory structure permits

49 Electrical permits

4 Fence permits

1 Livestock permit

1 Sign Permit

12 Demolition permits

14 Alteration permits

6 Yard sale permits

2 Change of use permits

105 Permits total

2) Fire Department Emergency Management Calls for Service

Local Basic Life Support Calls	22
Local Advanced Life Support Calls	23
Out of Town Basic Life Support Calls	3
Out of Town Advanced Life Support Calls	7
No Transport Calls	8
Police Stage Calls	2
Advance Cardiac Life Support Intercept	1
Public Assist Calls	7
TOTAL	73

FIRE AND AMBULANCE RUNS REPORT FOR DECEMBER 20

AMBULANCE CALLS

Lost Out of Town Basic Life Support Calls	0
Lost Out of Town Advanced Life Support Calls	0
Lost Advanced Cardiac Life Support Calls (Paramedic)	8
TOTAL	8

FIRE CALLS

Electrical Issues: (Wire down-cable tv)	1
False Alarms:	0
Smoke Call:(Illegal Burn Garbage)	1

Structure Fire: (Contained to bathroom sink-candle) (Couch in Living Room) (Permitted burn at Smith Pond)	3
Chimney Fire	0
Public Assist: (Busted Water Line) (Amb Lift Assist)	2
TOTAL	7

- The Fire Department still has two FF/Paramedics out due to injuries, also have one FF/EMT position open Chief covering open shifts.
- Worked with Human Resources and have hired new FF/EMT that will start her duties on Jan. 25th, currently enrolled in Advance EMT class with completion due in May.
- Have been in constant communications with Maine CDC, Maine EMS, and other State groups on this ever-changing situation. Am involved in multiple Zoom and other ways of meeting with these groups daily including weekends.
- Continue to pass on daily numbers of COVID-19 cases around the State.
- Monitoring crew and making sure that everyone is trying to keep safe and mentally conditioning during stressful times.
- Attended ZOOM meeting with Interim Town Manager and Dept. Heads.
- Fire Station is still locked down.
- Conducted monthly Fire and EMS training
- Worked withing with **Age Friendly Millinocket on Sand Bucket project** and it is up and ready to go.
- Meet with Jody Nelson, Matt Polstein, and Ralph Soucier on issues with snow sled trail going out over Central St hill as major safety concern, group has come up with some ideas and things that we can do to make it safer yet not harm the business that depend on the trail.

Public Health Officer 01/08/2020

- Participating in numerous teleconferences and webinar concerning the Corona Virus and precautions and protocols recommended by CDC, EMA, and Maine EMS.
- Did follow up's for ME Dept of Health on complaints against area business regarding mask, worked with business and supplied education materials and supplies.
- Following up on daily basis with School Dept. on any issues or problems. Things seem to be working very well, no issues or concerns. **Continue to work with School Dept. for warming shelters and getting generators in the school.**

- Continued to monitor activities around our area regarding COVID-19 testing is and its effect on our community.
- Worked with Katahdin Health Center (KHC) on their outbreak and they worked hand-and-hand with CDC. At this time, they have started to vaccine all their staff and employees.
- MFD licensed EMS personnel that wanted the COVID-19 vaccine have had the first dose and will get second dose on Jan. 30th, had 4 that signed declarations not wanting it at this time.

Chief Thomas Malcolm, Public Health Officer
 Town of Millinocket
 197 Penobscot Avenue
 Millinocket, Maine 04462
chiefmalcolm@millinocket.org
 207-447-4126 Office
 207-447-0911 Cell
 207-723-7022 Fax

Food Sustainability Project-by Meagan Collins, Sierra Club

Sustainability of food is defined as looking at our food sources, nutrition, and how the local community can access more healthy food independently and continuously.

I am working on talking to other Towns about their Food Sovereignty Ordinances and contacting some State organizations for more information. Later, I will begin going to businesses and starting their interviews to learn about local demand.

Meagan Collins, Intern for Sierra Club of Maine

3) General Assistance (GA)/Welfare Lori Santerre, Director

- Assisted individuals to meet their unmet needs.
- Catching up on reports and statistics
- Attended a zoom Q&A with DHHS

GENERAL ASSISTANCE STATISTICS FOR DECEMBER 2020

	<u>MONTHLY</u>	<u>YTD</u>	<u>DECEMBER 2020</u>			
RENT	\$ 350.00	\$3,263.00	# OF CASES	# HOUSEHOLD	# AFDC	#APPOINT.
ELECTRICITY	-0-	67.50	3	7	0	3
LP GAS	-0-	-0-				
			<u>LAST MONTH</u>			
MEDICAL	-0-	-0-	# OF CASES	# HOUSEHOLD	# AFDC	#APPOINT.
HOUSEHOLD	-0-	39.41	3	4	0	3
WATER	-0-	-0-				
			<u>LAST YEAR</u>			
CLOTHING	-0-	-0-	# OF CASES	# HOUSEHOLD	# AFDC	# APPOINT.
FOOD	-0-	76.48	4	9	0	7
BABY	-0-	-0-				
FUEL	-0-	-0-	<u>WORKFARE</u>			
OTHER	-0-	1,395.00	# OF CASES	#HOUSEHOLD	#HOURS	
TOTALS	\$ 350.00	\$4,841.39	0	0	0	

TOTAL DOLLAR AMOUNT SPENT IN DECEMBER 2019 WAS \$709.34.

TOTAL DOLLAR AMOUNT IN DECEMBER 2020 COMPARED TO DECEMBER 2019 SHOWS A DECREASE OF \$ 359.34.

TOTAL AMOUNT IN 2020 COMPARED TO 2019 SHOWS A INCREASE OF \$915.60.

RESPECTFULLY SUBMITTED

Human Resources, Director Lori Santerre

- Personnel issues/ legal
- Looking at policy changes
- Hired Celina Charette EMT/Firefighter
- Drug and Alcohol Testing
- Looking into the Paid leave law, effective January 1, 2021
- Would like to thank everyone for helping during this time without a custodian.

Front Office -Lori Santerre (an area that is not staffed)

- Recertified the Elevator at the Town Office and Library
- Front Office Emails and Phones, front office

Human Resource Director

207-447-4090 humanresource@millinocket.org

Building Maintenance: an area that is unstaffed

- We repaired the front doorbell and reinstalled
- We have a roof leak in the elevator lobby. This will require repairing the roof membrane and replacing the damaged ceiling sheetrock and insulation as well as the electric heater. I am developing an RFP (request for proposal) to go out to contractors and will let everyone know what the bids come in at. This will require council approval later
- Richard Angotti changed the code on the Police Chiefs door per the request of the East Millinocket Police Chief.

4) Information Technology (IT)-Richard Angotti

- We are mapping out the network and documenting the location of all components for future service.
- Installed the WIFI in the main floor of the building and activated and tested it. WIFI is now active. In the manager's office we are getting 40 Mbps download and 40 Mbps upload. Through out the other areas of the building we are varying between 20-30 Mbps.
- Worked to transfer IT operations from police facility and give manager email for FAA signing of grants; assisted East Millinocket Police Department with IT
- Installed a GPS (global positioning system) antenna on the building and will be finishing the install Thursday 1-14-2021.
- We are starting a path to move TRIO to the next version which is Sequel. I will keep everyone updated as to when this will happen.
- Hosting of Zoom meetings and Livestream for Council Chambers

5) Public Works: Roads & Bridges, Maintenance, Transfer Station, Cemetery, Airport-
Ralph Soucier, Director

20 Cedar Street Millinocket, Maine

Tel. (207)723-7030 Fax (207)723-7029

E-Mail: publicworks@millinocket.org

Web Site: www.millinocket.org

Safety:

- Crews continue to follow guidelines for Covid-19 as a safety priority.

Public Works:

- Weather temperatures have been favorable to keep the roads de-iced with reduced road salt application rates.
- Fleet Equipment running well with no issues.
- We have an employee that is shared from the recreation department to help Public Works during winter maintenance months, that is out of work for medical reasons. This employee usually takes care of the ice rink at the High School Complex when he can between storms, so the ice rink remains un-prepared for use. **Public Works had a window of opportunity to remove the snow in the rink and it is ready for flooding. As you know the temperatures have not been ideal for making ice.**
- Public Works has been working on **taking the Christmas decorations down and put away.**
- After the last snowstorm Public Works had tried something new doing snow removal downtown during the day on the weekend on Main street and Central street as we always schedule during the night hours because of the high traffic conditions. It worked out very well and kept the crew from getting tired and to keep healthy. This practice also depends on timing of the storms as every storm is different.
- Fleet maintenance has been going well. Mechanic is focusing on preventive maintenance items.
- Salt and sand inventory very good shape.
- **Buckets of salt have been filled and delivered to the Fire House for the Public Use that are unable to come to the Garage. This is an Age- Friendly project started by Jane Danforth.**
- Monitoring Budget Year to date looks fine. Fuel prices are favorable.
- Purchased 4,000 gallons of E-10 Gasoline for The Town Equipment use from Dysart's at \$1.52/gal.
- Our diesel fuel is purchased from Dead River at \$1.98/gal. and I file for reimbursement every month for the sales tax which reduces another 31.2 cents/gal.

Cemetery: Closed for the winter. Will re-open May 1st 2021

Ralph Soucier, Director of Public Works

6) Recreation Department-Jody Nelson

Jody Nelson
Director of Recreation

Troy Bouchard
Assistant Director of Recreation

East Millinocket, Medway, Millinocket, Woodville
53 Main St., East Millinocket, Maine 04430
(207) 746-3553

I have been in touch with public works, they have cleared off the snow from skating rink near the high school. When weather permits, they are willing to do some flooding. Just so you know the ground is not frozen yet, so it will not do any good at this time to start flooding. We can't start making ice until the weather is cold enough to freeze the water. We have had very warm weather so far this year.

I'm meeting with the Recreation Commission next Thursday, January 14th 10:30am.

We started after school basketball on Monday and this is for 5 weeks.

Respectfully Submitted,

Jody Nelson

Director of Recreation

746-3553 447-1366

jodynelson@gwi.net

For more information, see <https://millinocket.org/government/recreation-department/>

7) Tax Assessor-Lorna Thompson

No Report.

Lorna Thompson

assessor@millinocket.org

8) Tax Collector-Sharon Cyr

- January started off as a busy month at the window with people registering their dog and snow sleds, along with motor vehicle and tax payments.
- Customers have also been purchasing transfer site stickers.
- Opening to close was spent at the window with limited time to process mail and drop box payments. We are currently behind two days of mail and drop box payments.

- We were also short- handed this past week with an employee out for a couple of days.
- The office has also been busy with new and re-registrations, inquiries, calls, receipting, tax payment processing, wastewater payments, phone and email inquiries.
- The second half of the taxes are due **January 13th** a lot of escrow injuries and payments have been coming in.
- I am currently working on the weekly motor vehicle report for 12-23-2020-12-30-2020 and 12-30-20-01-08-20-21. This report is done weekly.
- I also am working on end of month excise tax for December for Penobscot and Piscataquis county motor vehicle.
- I had the opportunity to work with Lorna Thompson last week on processing a couple supplemental tax bills, another learning experience, thank you Lorna for your time and the lesson!
- Wastewater bills also need to go out this month- I am in hopes of learning the process with Diana help if time allows.
- Motor Vehicle for week ending 01/08/2021

Passenger and Specialty	84	\$2895.00
Trailer	14	\$281.00
Title	10	\$330.00
Lost plate	2	\$10.00
Transfers	9	\$72.00
Sales tax	9	649.06
Excise tax	101	\$20,203.84
State total	148	\$4911.56

- I also need to follow-up on the delinquent personal property taxes that were mailed out in December this Month.

2014-1	\$219.76
2015-1	\$ 748.88
2016-1	\$750.40

2017-1	\$1,177.78
2018-1	\$3645.97
2019-1	\$5417.00
2020-1	\$5092.38
Total	\$17,052.17

Sharon A. Cyr
Tax Collector/Deputy Clerk
taxcollector@millinocket.org
(207)723-7006 Phone
(207)723-7002 Fax

9) Town Clerk, Diana Lakeman

- Totals include December 16, 2020 to January 8, 2020 Receipt Summary report which provides by receipt type, the number of transactions and total dollars processed at the Town Office. In summary, \$1,120,412.94 were collected, which involved 1,735 transactions processed in TRIO.
- Working on back logged Council meeting minutes, focusing on certain dates requested by Town Attorney,
Part-Time Assistant Amber Carney has updated, scanned, and filed 4 years of voter registrations cards from prior election, focusing now on final process of elections certifications
- **Roxanne Johnson, Office Assistant processing daily/weekly reconciliations, processing end of month reports for State Agencies**
- Processing End of Month Rapid Renewal Reports, to submit to Treasurer for reconciliations.
- Behind 3 days of processing mail and drop box payments, focus has been in person transactions as the lines have been extensive, the holidays and an employee out of office due to sickness effects the efficiency of the office.
- Creating Agendas, Email correspondence, returning phone messages and inquiries of account details and totals.
- Anticipate starting department budget proposals requested for 1/20/2021
- **Sworn in approximately 15 Police officers from East Millinocket to serve Millinocket as contracted periodically over the past couple weeks and through the holidays.**

Election

- Finished entering Voter Participation History (VPH) which was activated on 12/11 in Central Voter Registration (CVR) by the Secretary of State's (SOS) office, this final step is the most time

consuming as all voters who voted by Absentee or In Person **must** be reconciled to the Incoming Voter List (IVL) by January 12, 2020 deadline date, this date has not been extended considering the delay in activation, VPH has not yet been finalized due to reconciliations of voter participation.

(activation was on hold as other cities and towns have not resolved all absentee ballot application discrepancies.

- Over 45 Petitions received to date since 12/16, all signatures require certification within 3 days of being received and must be returned to the Circulator, currently I have received two active petitions in circulation.

1-An Act to Require Legislative Approval of Certain Transmission lines, Require Legislative Approval of Certain Transmission Lines and Facilities and Other Projects on Public Reserved Lands and Prohibit the Construction of Certain Transmission Lines in the Upper Kennebec Region

2-An Act to Clarify the Eligibility of Voters

Wastewater

- processing a fair amount of in person transactions, drop box and mail in method continue to be utilized.
- Anticipate processing January 2021 billing to be mailed by the end of the month.

Tax Collections

Reminder: Real Estate and Personal Property tax due date before interest – 1/13/2020

Other Items

- 2021 Transfer Site Stickers, 2021 Dog Licenses and all 2021 Inland Fisheries & Wildlife authorities are now available for purchase:
 - Snowmobile, Boat, and Hunting/Fishing Game Licenses

****ALL CURRENT DOG LICENSES WILL EXPIRE 12/31/2020 w/ a MANDATORY \$25.00 LATE FEE ON 2/1/2020****

Diana M. Lakeman

Town Clerk/Deputy Tax Collector/Registrar of Voters/Motor Vehicle Agent/Inland Fisheries & Wildlife Agent/Notary Public

207-723-7006 or 7007 -phone

207-723-7002 -fax

townclerk@millinocket.org

10) Treasurer & Auditor-MaryAlice Cullen

The month of January will be tied up fulfilling year-end tax and IRS filing obligations.

The FY20 internal audit is also being concluded and I have been working the auditors. The date as to when a preliminary report will be available is unknown at this time.

Mary Alice Cullen
Treasurer, Town of Millinocket
197 Penobscot Avenue
Millinocket, ME 04462
(207)723-7000 Ext. 4

Bookkeeper-Lori Santerre

- Processed payroll for Town and Wastewater employees, to include the warrants for the taxes
- Working on year-end report
- Account Payable for Town and Wastewater
- Electronic upload with Maine State Retirement
- Working with TRIO to set up 2021 Earned Paid Leave in system

11) Wastewater Treatment-James Charette

December 15, 2020

Town of Millinocket Wastewater Treatment Facility
Medway Road Millinocket, Maine Tel. (207) 723-7040 Fax (207) 723-7029
E-Mail: wastewater@millinocket.org Web Site: www.millinocket.org

- The treatment facility and pump stations are all currently functioning well. As needed, routine maintenance along with required lab work is being performed on a daily basis.
- We will be working on the 2021-2022 Wastewater budgets over the next few weeks. We will do a have to have budget and a nice to have budget as requested.
- We will be attending safety training and Wastewater credit hour training through January and also in February. We are required to have 18 credit hours every two years. This is necessary to keep our operators licenses. Because of Covid 19, this has become difficult to accomplish.
- Waiting to hear from a query the town manager put out to partners re: Governor's call to action on Tribal Waterways issue.

James Charette, Superintendent, Millinocket Wastewater Treatment Facility (WWTF)

Thank you to the Town Council and the Department Directors above as well as our crews and staff members for their work and specializations. I welcome questions and or comments you have on the above at manager@millinocket.org (preferred) or 207 447 4093.

Dr. Annette Padilla, PhD, Interim Town Manager
Millinocket, Maine

ANGUS S. KING, JR.
MAINE

133 HART SENATE OFFICE BUILDING
(207) 224-5344
Website: <http://www.King.Senate.gov>

United States Senate

WASHINGTON, DC 20510

COMMITTEES:
ARMED SERVICES
BUDGET
ENERGY AND
NATURAL RESOURCES
INTELLIGENCE
RULES AND ADMINISTRATION

January 1, 2021

Dear Friends,

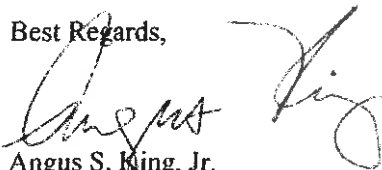
2020 was a year unlike any in our lifetimes. Our state and nation dealt with unprecedented challenges--the coronavirus pandemic, ensuing economic fallout, and a prolonged, heavily divisive campaign season each took a significant toll on all of us. The worst part? In order to protect each other, we had to face these challenges in isolation. But a new year represents new possibilities; a chance to take stock of what we're grateful for and focus on the opportunities in front of us. As we reflect back on 2020, we will remember heartbreak and loss – but we cannot forget the shining rays of hope that broke through the darkness, reminding us all that better days are ahead.

Throughout the pandemic, my top focus has been on bridging the partisan divide in Washington in order to deliver desperately-needed relief for Maine people. Joined by colleagues last March, we pushed for bipartisan negotiations to produce a strong bill that helped fellow Mainers, businesses, and institutions weather this storm. In the weeks and months after the *CARES Act* passed, our team stayed in close contact with people throughout the state to determine how we should adjust our response to best support our citizens. Unfortunately, the aid provided by the *CARES Act* lapsed without Congressional action, leaving too many families and businesses in limbo. I never stopped pushing for a bipartisan relief bill and, after extensive negotiations, we ended the year on a good note by breaking the gridlock and passing new relief legislation. This new bill isn't perfect; in fact, it should just be the start our renewed response. As we enter 2021 with a new administration and new Congress, we must fight for additional legislation to help restore stability to our working families and rebuild our economy and public health infrastructure.

In the midst of this crisis, Congress did manage to accomplish a few successes that will outlast this awful pandemic. Among these was the *Great American Outdoors Act*, a bipartisan bill which was enacted into law in August 2020 and will help address a \$12 billion backlog at our national parks so future generations of Americans can enjoy these beautiful lands and create lifelong memories. Also, as we learn more about the recent hacks of our nation's networks, there is help on the way: 27 of the cybersecurity recommendations made by the Cyberspace Solarium Commission – which I co-chair with Republican Congressman Mike Gallagher– made it into this year's defense bill. While there is no guarantee that these provisions would have prevented the massive hack, they will certainly improve our cyber defenses.

Despite the challenges, I'm hopeful for the future. Vaccines are being distributed across our state – starting with our healthcare heroes, who have sacrificed so much throughout this unprecedented catastrophe and deserve our eternal gratitude. If there can be a silver lining from these challenges of 2020, maybe it will be this: I hope that, in the not-so distant future, we will be able to come together physically and we will be reminded of our love for each other. We have differences, without a doubt. But as Maine people stepped up to support each other, we saw again and again that our differences pale in comparison to the values we share. We are one state, and one community – and there is nothing we cannot or will not do for each other. Mary and I wish you a happy and healthy 2021. We can't wait to see you soon.

Best Regards,



Angus S. King, Jr.
United States Senator

AUGUSTA
4 Gabriel Drive, Suite F1
Augusta, ME 04330
(207) 622-8292

BANGOR
202 Harlow Street, Suite 20350
Bangor, ME 04401
(207) 945-8000

BIDDEFORD
227 Main Street
Biddeford, ME 04005
(207) 352-5216

PRESQUE ISLE
169 Academy Street, Suite A
Presque Isle, ME 04769
(207) 764-5124



Jared Golden
Congress of the United States
2nd District of Maine

Dear Friends,

I hope this letter finds you safe and well. I know that this year has been challenging for many of our communities. In the midst of these challenges, it remains a privilege to represent you, and I appreciate the opportunity to update you on what I have been working on in Congress for the people of the Second Congressional District.

The coronavirus pandemic has made this year an especially difficult one. We've seen the struggles of small businesses, workers and families, hospitals, and states and towns. COVID-19 has been a serious threat to public health that requires a comprehensive, ongoing response. In March, Congress passed the largest of three bipartisan pieces of relief legislation, the *Coronavirus Aid, Relief, and Economic Security (CARES) Act*. The *CARES Act* was a \$2 trillion economic relief package to provide immediate assistance for some of those hit hardest by the pandemic. While an important start, many of the programs and benefits created by the *CARES Act* were set to expire by the end of 2020 at a time when COVID-19 cases were on the rise. That's why in late December, Congress passed another bipartisan bill to provide COVID-19 relief to small businesses and hospitals, the unemployed, and families struggling to put food on the table. However, the action Congress took at the end of 2020 cannot distract from its failure to act sooner. The unwillingness of many members of Congress to accept compromise throughout the fall left many Mainers struggling and led to a rushed process that produced a bill with serious flaws. In 2021, Congress needs to step up, come together, and lead the country through this pandemic and get our economy back on track.

There are a few bright spots that came out of the work done by Congress this year. As a member of the House Armed Services Committee, I helped advocate for a national defense bill that would include important priorities for American national security, Maine shipbuilders, and servicemembers and their families. The legislation authorizes a new DDG-51 Arleigh Burke-class destroyer to be constructed at Bath Iron Works and helps BIW compete for new work by encouraging a new multi-year procurement process for the DDG-51 Flight III. This funding bill also makes permanent new federal guidelines proposed by Senator King and me to allow Gold Star Families free admission to national parks and other federal lands.

I've been working to improve mental health services for veterans for years, and I led the Maine delegation's effort to address the need for long-term mental health substance abuse treatment for veterans in our state. This past fall the Veterans Administration announced we were successful. Construction starts next year on a new, 24-bed facility at Togus that will ensure Maine veterans won't be sent out of state to receive residential care for substance use disorder and associated mental health issues. This is one result that I am especially proud to deliver for my fellow Maine veterans.

As I reflect upon what I am most grateful for this year, I am especially glad to be able to share that my wife Izzy and I are expecting a baby in 2021. We are excited about this new addition to our family and look forward to the blessings ahead.

This period is challenging for Mainers as we all take steps to limit the spread of the coronavirus, protect our families and our communities, and lean on each other to withstand this pandemic and economic hardship. My staff and I stand ready to assist Mainers as we work through these challenges together. I look forward to continuing to work on your behalf in 2021.

Respectfully,

Jared Golden
Member of Congress

SAND BUCKETS

for Seniors

**NEED SAND TO KEEP YOUR WALK WAY
SAFE THIS WINTER?**

**Millinocket Public Works,
Millinocket Fire Department and
Age-Friendly Millinocket**
have teamed up to provide (and deliver)
5-gallon buckets of sand to residents over
60 and homebound.

**Call the Fire Station at
723-7026
to request your bucket!**



**Age Friendly
Millinocket**

ORDER #3-2021

PROVIDING FOR: Execution of the Warrant for January 14, 2021

IT IS ORDERED that the Warrant for January 14, 2021 in the amount of \$ _____ is hereby approved.

Passed by the Town Council _____

Attest: _____

ORDER #4-2021

PROVIDING FOR: Approval of an Application for an Entertainment License for Elks Lodge #1521.

IT IS ORDERED that the attached application for an Entertainment License is hereby approved for:

Elks Lodge #1521, 213 Aroostook Ave, Millinocket
d/b/a
Elks Lodge #1521, 213 Aroostook Ave, Millinocket

Passed by the Town Council _____

Attest: _____

\$ 25.00
pd

TOWN OF MILLINOCKET

APPLICATION FOR A SPECIAL AMUSEMENT LICENSE

NAME OF APPLICANT Elks Lodge #1521 RESIDENCE 213 Arrostook Ave
Millinocket

NAME OF BUSINESS Elks Lodge #1521 ADDRESS 213 Arrostook Ave
Millinocket

NATURE OF BUSINESS Private Club LOCATION TO BE USED 213 Arrostook Ave
Millinocket

RESIDENCES OF APPLICANT IN LAST FIVE YEARS:

213 Arrostook Ave
Millinocket

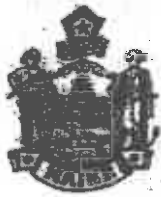
HAS APPLICANT HAD A LICENSE DENIED OR REVOKED?
IF YES, CIRCUMSTANCES ARE SPECIFICALLY AS FOLLOWS:

YES _____ NO ☒

HAVE YOU (INCLUDING PARTNERS OR CORPORATE OFFICERS) EVER BEEN CONVICTED OF A
FELONY? YES _____ NO ☒
IF YES, WHO - CIRCUMSTANCES ARE AS FOLLOWS:

COPY OF CURRENT LIQUOR LICENSE (IF APPLICABLE). ☒

OTHER INFORMATION MAY BE REQUESTED BY THE MUNICIPAL OFFICERS.



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
BUREAU OF ALCOHOLIC BEVERAGES AND LOTTERY OPERATIONS
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT
8 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0008



License for the Sale of Liquor

License Number	Issue Date	Expiration Date
CCP-1990-3058	01/30/2020	01/29/2021

This License is valid only between the Issue Date and the Expiration Date appearing on this document. This License may be used only for the Named Holder at the Location for which the License was issued. The person or business named in this License is authorized to sell or serve liquor with liquor content as permitted by Maine law for the license type designated in this License.

All licensees shall make available for inspection their licenses at the premises to which those licenses apply. This License or each type of License issued as part of this License is subject to fine, suspension or revocation pursuant to Title 28-A of Maine law. License fee is non-refundable and the License is non-transferable unless approved by the Bureau.

Legal Name of Licensee: B. P. O. ELKS, MILLINOCKET LODGE #1521
Business Name of Licensee: ELKS LODGE #1521
Address of Licensee: 213 AROOSTOOK AVENUE
MILLINOCKET, ME

CODE	License Type and Description	FEE
CCP	CLASS I-CLUBS WITH CATERING PRIVILEGES-MALT LIQUOR, WINE AND SPIRITS	900.00
FF	FILING FEE	10.00

Total Fees:

\$ 910.00

ELKS LODGE #1521
213 AROOSTOOK AVENUE
MILLINOCKET, ME 04462

Timothy R. Poulin
Timothy R. Poulin, Deputy Director
Bureau of Alcoholic Beverages and Lottery Operations

BUSINESS ELKS Lodge #1521

ORDER # 4-2021

COVER SHEET FOR LIQUOR, ENTERTAINMENT OR VICTUALER LICENSE
APPLICATIONS



TAXES ARE CURRENT

Yes ✓ No



WASTEWATER IS CURRENT

Yes ✓ No



POLICE INCIDENTS IN THE PAST YEAR

Yes No ✓

(IF APPLICABLE PLEASE LIST)

RE Account 143 Detail
as of 01/08/2021

Name: MILLINOCKET LODGE NO 1521 BPOE OF U S & ELKS
LODGE (AKA)
Location: OUTER CENTRAL ST
Acreage: 101 Map/Lot: R05-011
Book Page: B5454P61

Land: 15,500
Building: 0
Exempt: 0
Total: 15,500

2021-1 Period Due:
2) 263.50

Ref1: TREE GROWTH
Mailing PO BOX 158
Address: MILLINOCKET ME 04462

Year	Date	Reference	P	C	Principal	Interest	Costs	Total
2021-1	R				263.50	0.00	0.00	263.50
2020-1	R				0.00	0.00	0.00	0.00
2019-1	R				0.00	0.00	0.00	0.00
2018-1	R				0.00	0.00	0.00	0.00
2017-1	R				0.00	0.00	0.00	0.00
2016-1	R				0.00	0.00	0.00	0.00
2015-1	R				0.00	0.00	0.00	0.00
2014-1	R				0.00	0.00	0.00	0.00
2013-1	R				0.00	0.00	0.00	0.00
2012-1	R				0.00	0.00	0.00	0.00
2011-1	R				0.00	0.00	0.00	0.00
2010-1	R				0.00	0.00	0.00	0.00
2009-1	R				0.00	0.00	0.00	0.00
Account Totals as of 01/08/2021					263.50	0.00	0.00	263.50

Note: Payments will be reflected as positive values and charges to the account will be represented as negative values.

Name: ELKS LODGE BPOE 1521

PO BOX 158
MILLINOCKET, ME 04462

Location: 213 AROOSTOOK AVENUE
RE Acct: 0 Map/Lot: U05-148

Bill	Date	Reference	C	Principal	Tax	Interest	Costs	Total
248	11/20/20			0.00	0.00	0.00	0.00	0.00
245	08/21/20			0.00	0.00	0.00	0.00	0.00
241	04/29/20			0.00	0.00	0.00	0.00	0.00
238	01/30/20			0.00	0.00	0.00	0.00	0.00
234	10/30/19			0.00	0.00	0.00	0.00	0.00
228	07/31/19			0.00	0.00	0.00	0.00	0.00
220	04/24/19			0.00	0.00	0.00	0.00	0.00
216	01/30/19			0.00	0.00	0.00	0.00	0.00
208	10/24/18			0.00	0.00	0.00	0.00	0.00
201	08/08/18			0.00	0.00	0.00	0.00	0.00
197	04/20/18			0.00	0.00	0.00	0.00	0.00
191	01/30/18			0.00	0.00	0.00	0.00	0.00
185	10/27/17			0.00	0.00	0.00	0.00	0.00
182	07/28/17			0.00	0.00	0.00	0.00	0.00
176	04/14/17			0.00	0.00	0.00	0.00	0.00
171	01/27/17			0.00	0.00	0.00	0.00	0.00
166	10/20/16			0.00	0.00	0.00	0.00	0.00
162	08/05/16			0.00	0.00	0.00	0.00	0.00
158	04/15/16			0.00	0.00	0.00	0.00	0.00
151	01/27/16			0.00	0.00	0.00	0.00	0.00
148	10/30/15			0.00	0.00	0.00	0.00	0.00
141	07/27/15			0.00	0.00	0.00	0.00	0.00
138	04/28/15			0.00	0.00	0.00	0.00	0.00
135	01/16/15			0.00	0.00	0.00	0.00	0.00
134	10/27/14			0.00	0.00	0.00	0.00	0.00
127	07/29/14			0.00	0.00	0.00	0.00	0.00
123	04/23/14			0.00	0.00	0.00	0.00	0.00
119	01/31/14			0.00	0.00	0.00	0.00	0.00
110	10/25/13			0.00	0.00	0.00	0.00	0.00
109	07/26/13			0.00	0.00	0.00	0.00	0.00
103	04/29/13			0.00	0.00	0.00	0.00	0.00
102	01/18/13			0.00	0.00	0.00	0.00	0.00
97	10/23/12			0.00	0.00	0.00	0.00	0.00
94	07/26/12			0.00	0.00	0.00	0.00	0.00
91	04/30/12			0.00	0.00	0.00	0.00	0.00
86	01/31/12			0.00	0.00	0.00	0.00	0.00
83	10/21/11			0.00	0.00	0.00	0.00	0.00
80	07/25/11			0.00	0.00	0.00	0.00	0.00
77	04/25/11			0.00	0.00	0.00	0.00	0.00
74	01/20/11			0.00	0.00	0.00	0.00	0.00
68	10/18/10			0.00	0.00	0.00	0.00	0.00
64	07/16/10			0.00	0.00	0.00	0.00	0.00
59	04/16/10			0.00	0.00	0.00	0.00	0.00
56	01/15/10			0.00	0.00	0.00	0.00	0.00
51	10/21/09			0.00	0.00	0.00	0.00	0.00
47	07/15/09			0.00	0.00	0.00	0.00	0.00
43	04/17/09			0.00	0.00	0.00	0.00	0.00

Diana Lakeman

From: empdchief@gwi.net
Sent: Friday, January 08, 2021 3:40 PM
To: Diana Lakeman
Subject: Re: Report of Incidents
Attachments: 20210108_East Millinocket Police Department.pdf

Diana,

See attached. Let me know if you need anything else.

Cameron

On 2021-01-07 3:54 pm, Diana Lakeman wrote:

Hello Chief,

To follow out usual procedure, I request a Report of Incident(s), if applicable, for the following business(s) for their submitted Applications for Entertainment and Liquor Licenses that will be brought to Council action on 1/14/2021;

- Elks Lodge #1521, 213 Aroostook Ave, Millinocket.

All we require is a simple reply whether or not any incident(s), if applicable, of issuance for the business location. I typically will need this information no later than the Monday (1/11/2021) of said meeting.

Do not hesitate if you need further assistance and thank you.

Best,

Diana M. Lakeman

Town Clerk/Deputy Tax Collector

Registrar of Voters

197 Penobscot Avenue

Millinocket, Maine 04462

Telephone: 207-723-7007

Fax: 207-723-7002

townclerk@millinocket.org

[Attention! This email originates from outside of the organization. Do not open attachments or click links unless you are sure this email comes from a known sender.]



East Millinocket Police Department

Cameron T. McDunnah – Chief of Police

125 Main Street
East Millinocket, ME 04430
Tel. (207) 746-3555
Fax (207) 746-3557
empd@gwi.net

**Diana M. Lakeman
Town Clerk/Deputy Tax Collector
Registrar of Voters
197 Penobscot Avenue
Millinocket, Maine 04462**

Town Clerk Diana Lakeman;

As you requested a search has been performed for reported incidents at the Millinocket Elks Lodge #1521 located at 213 Aroostook Avenue in Millinocket in regards to their application for an Entertainment and Liquor License.

A search of our law enforcement incident report database shows zero police involvements at the location or address dating back to 2019.

If you require further documentation, please don't hesitate to reach out.

Respectfully,

A handwritten signature in black ink, appearing to read "C. McDunnah", written over a horizontal line.

Chief Cameron T McDunnah

East Millinocket Police Department

ORDER #5-2021

PROVIDING FOR: Approval of an Application for a Malt, Vinous and Spirituous Liquor License for Elks Lodge #1521.

IT IS ORDERED that the attached application for a malt, vinous and spirituous liquor license is hereby approved for:

Elks Lodge #1521, 213 Aroostook Ave.

d/b/a

Elks Lodge #1521, 213 Aroostook Ave.

Passed by the Town Council_____

Attest:_____



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
BUREAU OF ALCOHOLIC BEVERAGES AND LOTTERY OPERATIONS
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT

Application for an On-Premises License

All Questions Must Be Answered Completely. Please print legibly.

Division Use Only	
License No:	
Class:	By:
Deposit Date:	
Amt. Deposited:	
Payment Type:	
OK with SOS: Yes <input type="checkbox"/> No <input type="checkbox"/>	

Section I: Licensee/Applicant(s) Information;
Type of License and Status

Legal Business Entity, Applicant Name (corporation, LLC): Millinocket lodge #1521 of the Benevolent and Protective Order of Elks of the USA	Business Name (D/B/A): Millinocket Elks #1521
Individual or Sole Proprietor Applicant Name(s):	Physical Location: 213 Aroostook Ave Millinocket, ME
Individual or Sole Proprietor Applicant Name(s):	Mailing address, if different:
Mailing address, if different from DBA address:	Email Address: bpoelks1521@myfairpoint.net
Telephone # Fax #: (207) 723-4207 723- 5189	Business Telephone # Fax #: 723-5475 723-5189
Federal Tax Identification Number: 01-6038250001	Maine Seller Certificate # or Sales Tax #: 006-5672
Retail Beverage Alcohol Dealers Permit:	Website address:

1. New license or renewal of existing license? ☐ New Expected Start date: _____
☒ Renewal Expiration Date: 1/29/21

2. The dollar amount of gross income for the licensure period that will end on the expiration date above:

Food: 3164 Beer, Wine or Spirits: 48,218 Guest Rooms: 0

3. Please indicate the type of alcoholic beverage to be sold: (check all that apply)

☒ Malt Liquor (beer) ☒ Wine ☒ Spirits

4. Indicate the type of license applying for: (choose only one)

- | | | |
|--|--|---|
| <input type="checkbox"/> Restaurant
(Class I, II, III, IV) | <input type="checkbox"/> Class A Restaurant/Lounge
(Class XI) | <input type="checkbox"/> Class A Lounge
(Class X) |
| <input type="checkbox"/> Hotel
(Class I, II, III, IV) | <input type="checkbox"/> Hotel – Food Optional
(Class I-A) | <input type="checkbox"/> Bed & Breakfast
(Class V) |
| <input type="checkbox"/> Golf Course (included optional licenses, please check if apply)
(Class I, II, III, IV) | <input type="checkbox"/> Auxiliary | <input type="checkbox"/> Mobile Cart |
| <input type="checkbox"/> Tavern
(Class IV) | <input checked="" type="checkbox"/> Other: <u>Lodge FRATERNAL ORGANIZATION</u> | |
| <input type="checkbox"/> Qualified Caterer | <input type="checkbox"/> Self-Sponsored Events (Qualified Caterers Only) | |

Refer to Section V for the License Fee Schedule on page 9

5. Business records are located at the following address:

213 ARROOSTOOK AVENUE MILLINOCKET MAINE

6. Is the licensee/applicant(s) citizens of the United States? ☒ Yes ☐ No

7. Is the licensee/applicant(s) a resident of the State of Maine? ☒ Yes ☐ No

NOTE: Applicants that are not citizens of the United States are required to file for the license as a business entity.

8. Is licensee/applicant(s) a business entity like a corporation or limited liability company?

☐ Yes ☒ No If Yes, complete Section VII at the end of this application

9. For a licensee/applicant who is a business entity as noted in Section I, does any officer, director, member, manager, shareholder or partner have in any way an interest, directly or indirectly, in their capacity in any other business entity which is a holder of a wholesaler license granted by the State of Maine?

☐ Yes ☒ No

☐ Not applicable – licensee/applicant(s) is a sole proprietor

10. Is the licensee or applicant for a license receiving, directly or indirectly, any money, credit, thing of value, endorsement of commercial paper, guarantee of credit or financial assistance of any sort from any person or entity within or without the State, if the person or entity is engaged, directly or indirectly, in the manufacture, distribution, wholesale sale, storage or transportation of liquor.

☐ Yes ☒ No

If yes, please provide details: _____

11. Do you own or have any interest in any another Maine Liquor License? ☐ Yes ☒ No

If yes, please list license number, business name, and complete physical location address: (attach additional pages as needed using the same format)

Name of Business	License Number	Complete Physical Address

12. List name, date of birth, place of birth for all applicants including any manager(s) employed by the licensee/applicant. Provide maiden name, if married. (attach additional pages as needed using the same format)

Full Name	DOB	Place of Birth
Scott D. Mescone	3/11/58	Millinocket Maine

Residence address on all the above for previous 5 years

Name	Address:
Scott Mescone	30 Rhode Island Ave Millinocket ME.
Name	Address:
Name	Address:
Name	Address:

13. Will any law enforcement officer directly benefit financially from this license, if issued?

☐ Yes ☒ No

If Yes, provide name of law enforcement officer and department where employed:

14. Has the licensee/applicant(s) ever been convicted of any violation of the liquor laws in Maine or any State of the United States? ☐ Yes ☒ No

If Yes, please provide the following information and attach additional pages as needed using the same format.

Name: _____ Date of Conviction: _____

Offense: _____ Location: _____

Disposition: _____

15. Has the licensee/applicant(s) ever been convicted of any violation of any law, other than minor traffic violations, in Maine or any State of the United States? ☐ Yes ☒ No

If Yes, please provide the following information and attach additional pages as needed using the same format.

Name: _____ Date of Conviction: _____

Offense: _____ Location: _____

Disposition: _____

16. Has the licensee/applicant(s) formerly held a Maine liquor license? ☒ Yes ☐ No

17. Does the licensee/applicant(s) own the premises? ☒ Yes ☐ No

If No, please provide the name and address of the owner:

18. If you are applying for a liquor license for a Hotel or Bed & Breakfast, please provide the number of guest rooms available: _____

19. Please describe in detail the area(s) within the premises to be licensed. This description is in addition to the diagram in Section VI. (Use additional pages as needed)

20. What is the distance from the premises to the nearest school, school dormitory, church, chapel or parish house, measured from the main entrance of the premises to the main entrance of the school, school dormitory, church, chapel or parish house by the ordinary course of travel?

Name: Church

Distance: 900 Feet

Section II: Signature of Applicant(s)

By signing this application, the licensee/applicant understands that false statements made on this application are punishable by law. Knowingly supplying false information on this application is a Class D Offense under Maine's Criminal Code, punishable by confinement of up to one year, or by monetary fine of up to \$2,000 or by both.

Please sign and date in blue ink.

Dated: 12/29/20

Scott J. Moscone
Signature of Duly Authorized Person

Scott J. Moscone
Printed Name Duly Authorized Person

Signature of Duly Authorized Person

Printed Name of Duly Authorized Person

Section III: For use by Municipal Officers and County Commissioners only

The undersigned hereby certifies that we have complied with the process outlined in 28-A M.R.S. §653 and approve this on-premises liquor license application.

Dated: January 14, 2021

Who is approving this application? ☒ Municipal Officers of Millinocket

☐ County Commissioners of _____ County



Please Note: The Municipal Officers or County Commissioners must confirm that the records of Local Option Votes have been verified that allows this type of establishment to be licensed by the Bureau for the type of alcohol to be sold for the appropriate days of the week. Please check this box to indicate this verification was completed.

Signature of Officials	Printed Name and Title

**This Application will Expire 60 Days from the date of
Municipal or County Approval unless submitted to the Bureau**

Included below is the section of Maine's liquor laws regarding the approval process by the municipalities or the county commissioners. This is provided as a courtesy only and may not reflect the law in effect at the time of application. Please see <http://www.mainelegislature.org/legis/statutes/28-A/title28-Asec653.html>

§653. Hearings; bureau review; appeal

1. Hearings. The municipal officers or, in the case of unincorporated places, the county commissioners of the county in which the unincorporated place is located, may hold a public hearing for the consideration of applications for new on-premises licenses and applications for transfer of location of existing on-premises licenses. The municipal officers or county commissioners may hold a public hearing for the consideration of requests for renewal of licenses, except that when an applicant has held a license for the prior 5 years and a complaint has not been filed against the applicant within that time, the applicant may request a waiver of the hearing.

A. The bureau shall prepare and supply application forms.

B. The municipal officers or the county commissioners, as the case may be, shall provide public notice of any hearing held under this section by causing a notice, at the applicant's prepaid expense, stating the name and place of hearing, to appear on at least 3 consecutive days before the date of hearing in a daily newspaper having general circulation in the municipality where the premises are located or one week before the date of the hearing in a weekly newspaper having general circulation in the municipality where the premises are located.

C. If the municipal officers or the county commissioners, as the case may be, fail to take final action on an application for a new on-premises license or transfer of the location of an existing on-premises license within 60 days of the filing of an application, the application is deemed approved and ready for action by the bureau. For purposes of this paragraph, the date of filing of the application is the date the application is received by the municipal officers or county commissioners. This paragraph applies to all applications pending before municipal officers or county commissioners as of the effective date of this paragraph as well as all applications filed on or after the effective date of this paragraph. This paragraph applies to an existing on-premises license that has been extended pending renewal. The municipal officers or the county commissioners shall take final action on an on-premises license that has been extended pending renewal within 120 days of the filing of the application.

E. If an application is approved by the municipal officers or the county commissioners but the bureau finds, after inspection of the premises and the records of the applicant, that the applicant does not qualify for the class of license applied for, the bureau shall notify the applicant of that fact in writing. The bureau shall give the applicant 30 days to file an amended application for the appropriate class of license, accompanied by any additional license fee, with the municipal officers or county commissioners, as the case may be. If the applicant fails to file an amended application within 30 days, the original application must be denied by the bureau. The bureau shall notify the applicant in writing of its decision to deny the application including the reasons for the denial and the rights of appeal of the applicant.

2. Findings. In granting or denying an application, the municipal officers or the county commissioners shall indicate the reasons for their decision and provide a copy to the applicant. A license may be denied on one or more of the following grounds:

A. Conviction of the applicant of any Class A, Class B or Class C crime;

B. Noncompliance of the licensed premises or its use with any local zoning ordinance or other land use ordinance not directly related to liquor control;

C. Conditions of record such as waste disposal violations, health or safety violations or repeated parking or traffic violations on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises or other such conditions caused by persons patronizing or employed by the licensed premises that unreasonably disturb, interfere with or affect the ability of persons or businesses residing or located in the vicinity of the licensed premises to use their property in a reasonable manner;

D. Repeated incidents of record of breaches of the peace, disorderly conduct, vandalism or other violations of law on or in the vicinity of the licensed premises and caused by persons patronizing or employed by the licensed premises;

D-1. Failure to obtain, or comply with the provisions of, a permit for music, dancing or entertainment required by a municipality or, in the case of an unincorporated place, the county commissioners;

E. A violation of any provision of this Title;

F. A determination by the municipal officers or county commissioners that the purpose of the application is to circumvent the provisions of section 601; and

G. After September 1, 2010, server training, in a program certified by the bureau and required by local ordinance, has not been completed by individuals who serve alcoholic beverages.

3. Appeal to bureau. Any applicant aggrieved by the decision of the municipal officers or county commissioners under this section may appeal to the bureau within 15 days of the receipt of the written decision of the municipal officers or county commissioners. The bureau shall hold a public hearing in the city, town or unincorporated place where the premises are situated. In acting on such an appeal, the bureau may consider all licensure requirements and findings referred to in subsection 2.

A. Repealed

B. If the decision appealed from is an application denial, the bureau may issue the license only if it finds by clear and convincing evidence that the decision was without justifiable cause.

4. Repealed

5. Appeal to District Court. Any person or governmental entity aggrieved by a bureau decision under this section may appeal the decision to the District Court within 30 days of receipt of the written decision of the bureau.

An applicant who files an appeal or who has an appeal pending shall pay the annual license fee the applicant would otherwise pay. Upon resolution of the appeal, if an applicant's license renewal is denied, the bureau shall refund the applicant the prorated amount of the unused license fee.

Section IV: Terms and Conditions of Licensure as an Establishment that sells liquor for on-premises consumption in Maine

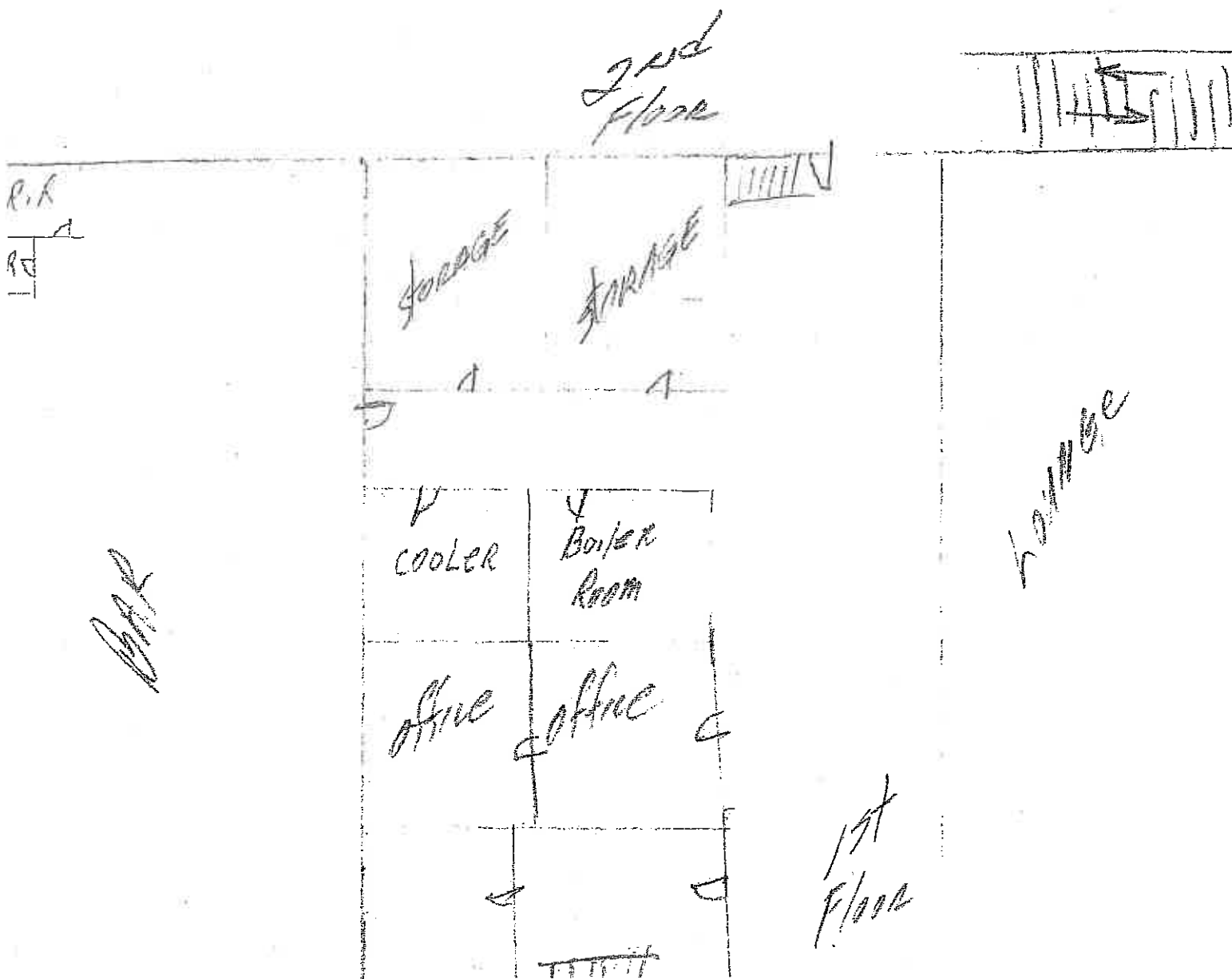
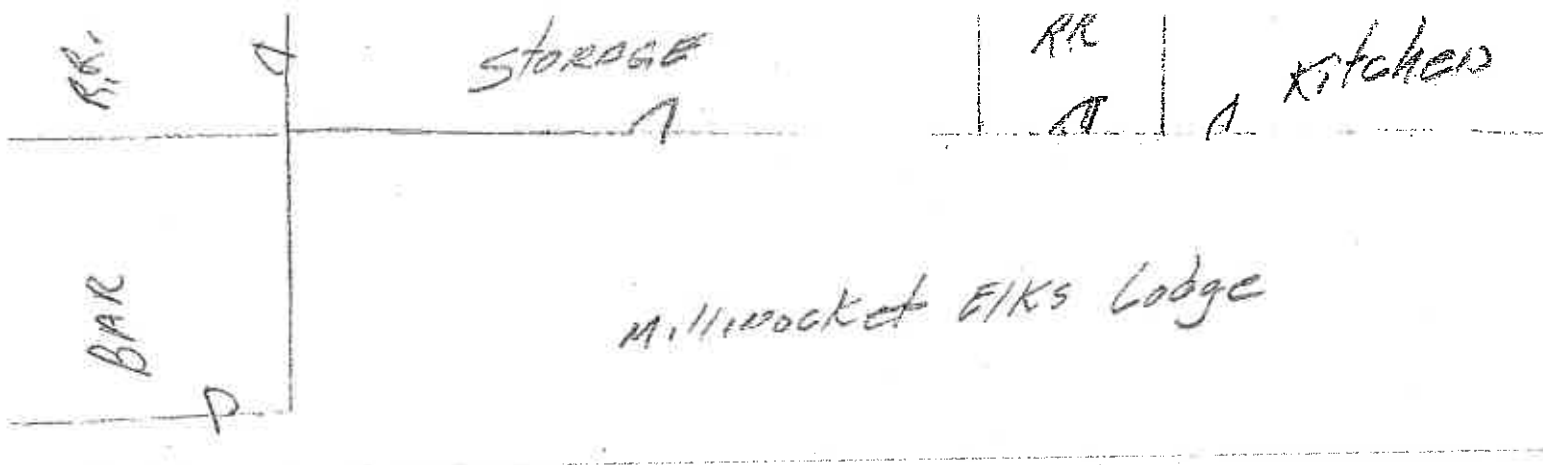
- The licensee/applicant(s) agrees to be bound by and comply with the laws, rules and instructions promulgated by the Bureau.
- The licensee/applicant(s) agrees to maintain accurate records related to an on-premise license as required by the law, rules and instructions promulgated or issued by the Bureau if a license is issued as a result of this application.
 - The licensee/applicant(s) authorizes the Bureau to obtain and examine all books, records and tax returns pertaining to the business, for which this liquor license is requested, and also any books, records and returns during the year in which any liquor license is in effect.
- Any change in the licensee's/applicant's licensed premises as defined in this application must be approved by the Bureau in advance.
- All new applicants must apply to the Alcohol and Tobacco Tax and Trade Bureau (TTB) for its Retail Beverage Alcohol Dealers permit. See the TTB's website at <https://www.ttb.gov/nrc/retail-beverage-alcohol-dealers> for more information.

Section V: Fee Schedule

Filing fee required. In addition to the license fees listed below, a filing fee of \$10.00 must be included with all applications.

Please note: For Licensees/Applicants in unorganized territories in Maine, the \$10.00 filing fee must be paid directly to County Treasurer. All applications received by the Bureau from licensees/applicants in unorganized territories must submit proof of payment was made to the County Treasurer together with the application.

Class of License	Type of liquor/Establishments included	Fee
Class I	For the sale of liquor (malt liquor, wine and spirits) This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Vessels; Qualified Caterers	\$ 900.00
Class I-A	For the sale of liquor (malt liquor, wine and spirits) This class includes only hotels that do not serve three meals a day.	\$1,100.00
Class II	For the Sale of Spirits Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; and Vessels.	\$ 550.00
Class III	For the Sale of Wine Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	\$ 220.00
Class IV	For the Sale of Malt Liquor Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Restaurants; Taverns; Pool Halls; and Bed and Breakfasts.	\$ 220.00
Class III and IV	For the Sale of Malt Liquor and Wine Only This class includes: Airlines; Civic Auditoriums; Class A Restaurants; Clubs with catering privileges; Dining Cars; Golf Courses; Hotels; Indoor Ice-Skating Clubs; Indoor Tennis Clubs; Restaurants; Vessels; Pool Halls; and Bed and Breakfasts.	\$ 440.00
Class V	For the sale of liquor (malt liquor, wine and spirits) This class includes only a Club without catering privileges.	\$ 495.00
Class X	For the sale of liquor (malt liquor, wine and spirits) This class includes only a Class A Lounge	\$2,200.00
Class XI	For the sale of liquor (malt liquor, wine and spirits) This class includes only a Restaurant Lounge	\$1,500.00



Section VII: Required Additional Information for a Licensee/Applicant for an On-Premises Liquor License Who are Legal Business Entities

Questions 1 to 4 of this part of the application must match information in Section I of the application above and match the information on file with the Maine Secretary of State's office. If you have questions regarding your legal entity name or DBA, please call the Secretary of State's office at (207) 624-7752.

All Questions Must Be Answered Completely. Please print legibly.

Millinocket Lodge #1521 of the Benevolent and Protective Order of

1. Exact legal name: Elks of the United States of America
2. Doing Business As, if any: Millinocket Elks #1521
3. Date of filing with Secretary of State: 12/29/20 State in which you are formed: Maine
4. If not a Maine business entity, date on which you were authorized to transact business in the State of Maine:

5. List the name and addresses for previous 5 years, birth dates, titles of officers, directors, managers, members or partners and the percentage ownership any person listed: (attached additional pages as needed)

Name	Address (5 Years)	Date of Birth	Title	Percentage of Ownership
Frank Whirly	P O Box 7 Lee, ME	3/23/1952	President	0
Laura Rollins	105 Forest Ave Mlkt, ME	10/18/1970	1st VP	0
Kristy Allen	142 Weastwood Ave Mlkt, me	1/28/1979	2nd VP	0
Heather Ambrose	23 Katahdin Ave Ext MlktME	4/2/1986	Trustee	0
John Allen	142 Westwood Ave Mlkt, ME	7/10/1953	Trustee	0
Roderick Cyr	104 State St Mlkt, ME	6/16/1963	Trustee	0

(Ownership in non-publicly traded companies must add up to 100%.)



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
BUREAU OF ALCOHOLIC BEVERAGES AND LOTTERY OPERATIONS
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT

TELEPHONE: (207) 624-7220
FAX: (207) 287-3434
EMAIL INQUIRIES: maineliquor@maine.gov

Thank you for your interest in becoming a licensed establishment to sell and serve alcoholic beverages in Maine. To avoid any delay in the processing of your application and the subsequent issuance of your liquor license, please use the following checklist to assist you in completing the application. If you are renewing your license, this checklist is useful as well.

- ☐ Your application has been completed in its entirety and is legible. For a renewal, please submit your application 30 days prior to the expiration date of your liquor license.
- ☐ Your application is signed and dated by a duly authorized person.
- ☐ The application is signed and approved by the Town or City Municipal Officers or County Commissioners.
- ☐ The license fee submitted is for the correct fee for the license class for which you are applying and includes the \$10.00 filing fee.
 - ☐ The check must be made payable to "Treasurer, State of Maine"; both the license and filing fees can be submitted on one check.
 - ☐ If the licensee/applicant(s) is in an unorganized township, the application must be approved by the County Commissioners and the \$10.00 filing fee must be paid to them. Please be sure to include a copy of the receipt of payment with your application.
- ☐ For a renewal, the dollar amount of your gross income for food, liquor and guest rooms, if applicable must be completed – see Section I.1
- ☐ A diagram of the facility to be licensed must accompany **all** applications whether for a new license or the renewal of an existing license
- ☐ If you are a registered business entity with the Maine Secretary of State's office like a corporation or a limited liability company, you must complete Section VII of the application. This does not need to be completed if you are a sole proprietor.
- ☐ Have you applied for other required licensing from other state and federal agencies? See attached list.

Important – all applications whether for a new license or to renew an existing license for an on-premises liquor licenses must contact their Municipal Officials or the County Commissioners in unincorporated places to have their application approved and signed prior to submitting it to the Bureau for further consideration.

The address to send your completed application to:

1. Mailing address:

Bureau of Alcoholic Beverages and Lottery Operations
Division of Liquor Licensing and Enforcement
8 State House Station
Augusta, ME 04333-0008

2. Courier/overnight address:

Bureau of Alcoholic Beverages and Lottery Operations
Division of Liquor Licensing and Enforcement
10 Water Street
Hallowell, ME 04347

The following licenses/permits may be required prior to be licensing as an on-premises licensee with the Bureau

Obtained ✓	License/Permit	State/Federal Agency to Contact	Telephone Number	Physical Location
	Seller Certificate or Sales Tax Number	Maine Revenue Services www.maine.gov/revenue	(207) 624-9693	51 Commerce Dr, Augusta
	Health License	Health and Human Services www.maine.gov/dhhs	(207) 287-5671	286 Water St, 3 rd floor, Augusta
	Victualer's License	Municipality where premise is located.	Contact your town office or county office	Contact your town office or county office
	Shellfish License	Marine Recourses www.maine.gov/dmr	(207) 624-6550	<ul style="list-style-type: none"> • 32 Blossom Lane, Augusta • 194 McKown Point Rd, West Boothbay Harbor • Lamoine State Park, Lamoine • 650 State St, Bangor • 317 Whitneyville Rd, Jonesboro
	Dance or Entertainment License	Fire Marshall's Office www.maine.gov/dps/fmo	(207) 626-3882	45 Commerce Drive, Suite 1, Augusta
	Federal I.D. Number	www.irs.gov	(800) 829-4933	
	Legal business names for corporations and limited liability companies and "Doing Business As" Names (assumed names)	Secretary of State, Bureau of Corporations, Elections and Commissions www.maine.gov/sos/cec	(207) 624-7752	111 Sewall St, 3 rd Fl, Augusta
	Retail Beverage Alcohol Dealers Permit	Alcohol and Tobacco Tax and Trade Bureau (TTB) https://www.ttb.gov/nrc/retail-beverage-alcohol-dealers	(877) 882-3277	

ORDER #6-2021

PROVIDING FOR: Appointment to the Board of Appeals.

IT IS ORDERED that Dan Bernard is appointed as a member to the Board of Appeals for a three-year term to expire January 2024.

Town Clerk Note: The Board of Appeals has one (1) full board position available since November 2020 and has be advertised in the local paper and on all social outlets. Dan Bernard is the only application on record and received to date.

Passed by the Town Council _____

Attest: _____

Town of Millinocket
Application for Boards & Committees

**IMPORTANT COMMITTEE TO ADVISE THE MUNICIPALITY ON MATTERS
PERTAINING TO SPECIFIC MUNICIPAL DEPARTMENTS**

Committee/Board: BOARD OF APPEALS
In order to assess the interest related to this committee, please complete this brief application.

Date: DEC 28, 2020

Name: DAN BERNARD Address: 33 KELLY LN.

Telephone Numbers: Day Time: 447 9704 Evenings: 447 9704

Why are you seeking to become a committee representative? I FEEL IT'S
TIME TO GET INVOLVED IN MY TOWN
POLITICS.

What talents/skills do you feel you would bring to this position? A LIFETIME
WORKING WITH THE PUBLIC AS A FINE
HOME BUILDER.

What do you feel is the responsibility of this board/committee? TO GIVE A
FAIR AND EQUITABLE OPINION OF A
DECISION MADE TO OUR CITIZENS.

What municipal boards, volunteer organizations or community service groups have you worked with the past and for what length of time? SERVED AS A STATE
REP FOR CMA. VOLUNTEER AT 1 CARE INDUSTRIES
AND PIR2PEER RECOVERY CENTER. PAST JAYCEES.

What have you to offer to this committee which our Town can use in this important undertaking? EXPERIENCE DEALING WITH THE
PUBLIC. ALSO A SANE AND SOBER
THOUGHT PROCESS.

When are you available to meet, please specify?
Weekday ANY TIME I AM A.M. 24 HRS P.M.
RETIRED

If you need more space, please feel free to use the back or attach additional page(s).

ORDER #7-2021

PROVIDING FOR: Approval of a Reappointment of the Registrar of Voters

IT IS ORDERED that Diana M. Lakeman is hereby appointed as Registrar of Voters for the Town of Millinocket.

IT IS FURTHER ORDERED that this appointment is for a two-year period effective January 1, 2021 ending December 31, 2022.

Passed by the Town Council _____

Attest: _____

ORDER #8-2021

PROVIDING FOR: Approval to Update Building Code Books

IT IS ORDERED that the Millinocket Town Council approves the expenditure of \$1,400 to update the Building Code books.

IT IS FURTHER ORDERED that this purchase will be funded from the account E1300-9502 (Capital Improvements/Heavy Equipment Reserve).

PASSED BY THE COUNCIL: _____

ATTEST: _____

Expense Detail Report
Department(s): 0202 - 0202
July to June

Account-----			Current		Unexpended
Date	Jrnl	Desc---	Budget	Net	Balance
0202 - DARE PROGRAM			4,500.00	0.00	4,500.00
2019 - OFFICE SUPPLIES			2,000.00	195.90	1,804.10
2021 - DARE STIPEND			2,500.00	0.00	2,500.00
		Department..	4,500.00	195.90	4,304.10
Final Totals			4,500.00	195.90	4,304.10

ORDER #9-2021

PROVIDING FOR: Approval to Increase Legal Department Budget

IT IS ORDERED that the Millinocket Town Council approves transferring \$40,000 from the Unassigned Fund Balance to increase the Legal Fees budget account E0111-4003 by \$40,000.

This will bring the FY21 legal fees budget to \$105,000.

PASSED BY THE COUNCIL: _____

ATTEST: _____

**PROVIDING FOR: APPROVAL OF CONTRACT AND ACCEPTANCE OF FUNDS
FOR MAINE DEPARTMENT OF TRANSPORTATION (DOT)**

WHEREAS, several visioning and planning processes have been completed that relate directly to the downtown transportation improvements including the Katahdin Gazetteer, The Citizen Institute on Rural Design workshops, and development of an area wayfinding plan; and

WHEREAS, with support of local partners, The Town of Millinocket has applied for a Planned Partnership Initiative (PPI) program to conduct a study to identify changes and create a safety implementation guide for the Town;

NOW THEREFORE, IT IS ORDERED that the Millinocket Town Council accept grant funds in the amount of \$75,000 for expenditures associated with the attached Maine Department of Transportation PPI Agreement; and

IT IS FURTHER ORDERED that the actions of the Interim Town Manager in executing the agreement for the attached Maine Department of Transportation, including all understandings and assurances contained therein, are ratified and confirmed and that the Interim Town Manager is directed to act as official representative of the Town concerning the application and grant and is authorized to provide such additional information as may be required and to comply with all grant conditions in administration of the grant.

NOTE: This agreement is a reimbursement of funds from the Maine DOT, with partners Northern Forest Center and Thrive Penobscot reimbursing matching funds, leaving no expense to the Town.

Approved by the Town Council _____

ATTEST: _____

ORDER #11-2021

PROVIDING FOR: Approval for Airport Supervisor to Manager Salary Increase

IT IS ORDERED that the Millinocket Town Council approves transferring \$5,215 from the Unassigned Fund Balance to increase the Airport Supervisor's, called Manager, annual salary from \$37,055 to \$46,000 effective January 18, 2021.

Note: There will be \$4,060 added to the Airport Payroll budget account E1101-0401 and \$1,155 added to the Fringe Benefits budget for a total budget increase of \$5,215.

PASSED BY THE COUNCIL: _____

ATTEST: _____

Justification for Municipal Airport Manager and Department

Town of Millinocket

by Dr. Ann tte Padilla, Interim Town Manager

1/12/21

Background, Information and Problem for Council Consideration and Action

Duties of the airport manager are filled by Jeff Campbell are consistent with other similar Town airports in Maine per the job description. This role is significant for our municipal airport, called MLT, accountability to the US Federal Aviation Administration (FAA), and Maine Department of Transportation (DOT). The terms supervisor and manager are similar in Millinocket where the Manager function equates to a director and includes a higher program and technical skill level and responsibility including direct reports (2 part-time staff, Ron McGinnis and John Furer report to the Supervisor, Jeff). Major FAA grants include the capital budget for runway improvements and a survey to total \$5,126.900 million plus \$150,000 annually for the master plan update and operations to total a **forecasted \$5,179.900, now updated to \$6,715,000 to year 2030 per FAA and DOT via contractor Hoyle-Tanner**). This large capital budget requires oversight with contractors, dedicated staff, and the town manager.

For revenue generation, Jeff, the Town Airport full-time employee since 2017 (13 years) along with part-time staff, have ideas such as selling jet fuel (underway), solar farm development (underway), selling coffee, and hanger lot rentals on recently acquired adjacent property. The Airport website will also be updated and a new sign out by the road developed as the current one is outdated <https://millinocket.org/government/public-works/airport/>

The six business units and services on the airport property include:

- 1) Fixed Based Operation (FBO) building where Jeff's office is located, restrooms for travelers, vending machines for guests, coffee, the General Audio Recording Device (GARD) system with periodic air traffic reporting. For November and December, 2020, approximately 36 planes have flown in and out (activity data requiring tracking)
- 2) Retail Sales of fuel, aircraft engine oil, and maps. Souvenirs could be sold here
- 3) West Branch Aviation Scenic Flights and Flight Instructions
- 4) Jump and Raft Skydiving and Rafting trips
- 5) Noyes Enterprise aircraft refurbish and mechanic services
- 6) Thorton Car Rental (currently dormant due to Covid)

Other services include Tie Downs of planes, Fly-in social event (on hold re: Covid), and Truck Pulls sponsored fundraising where the snowmobile club pulls a sled.

Jeff is a specialized professional in aviation with a pilots license and training in aviation. He maintains the fleet of 5 pieces of large heavy equipment on the airport property and in the facility storage building (*see attached photos*). There are large equipment such as a snowblower truck, ATV, bucketloader, fuel truck, and lawnmower which Jeff and one of his crew can operate with their commercial licenses (*see attached photos*).

Jeff has secured grants to install a new self-service fuel system, snow removal equipment, and a contract to rent cars (on-hold due to Covid). He also has worked with Town contractor

Hoyle-Tanner and the interim town manager so that they can tabulate the activity log plane data for the FAA Master Plan, which is being done now and a critical document for on-going and additional funding. Jeff also has worked with Arcadia Designworks, our FBO architect and building contractors who are coming out to meet with us in January 12, 2021 to see the grounds and current buildings on the property.

The town manager will have direct oversight of these projects with the airport manager (Master Plan, Terminal Building, Solar Farm, Grants), and legal issues that require stewardship and fiscal program management with contractors and federal and state agencies. Without this attention and elevation of the Airport, these projects may not be managed well and this increases the Town's financial risk and liability. The airport has not been given the importance it should have in Town services in terms of managerial operations and the future role in economic development, sustainability, and job growth for Millinocket and the region. It is relevant to the taxpayers for this airport to be self-sustainable and be able to expand and address the goal to lower taxes for the public and spending dollars responsibly.

In terms of committee activity, the Airport has been discussed in the Sustainability Committee, led by Chair Golieb with former members Madore, Stratton, and current members Pelletier, Bragdon, and Danforth in attendance recently in November and December, 2020 related to the FBO building contract underway with Arcadia Designworks.

Jeff has received a very good review of his work performance by his Supervisor Ralph Soucier, director of Public Works (PW) and a good review of his management by his reporting part-time staff. The Department of PW consists of four core areas: 1) Infrastructure-roads, bridges, sewers; 2) Maintenance of Town vehicles and equipment; 3) Cemetery (closed for Winter); 4) Transfer Center; and services such as snowblowing, trash removal, etc. The PW director will still serve as an advisor to the airport manager Jeff, who will have more responsibilities in terms of grant oversight, reporting, and revenue development. This will free up time of the Director of PW for attention in the other core areas.

Recommendation and Request for Action to Town Council

Recommendation: Because Department of PW has four large units, the 5th unit, **The Airport should be its own Department 7/1/21**, called The Department of the Airport (similar to Houlton (<https://www.houlton-maine.com/airport/>), which would be a Code change. I advise this because the forecasted capital budget of over \$5 million (**\$6,715,000 as of 1/11/21 update via DOT and FAA**) and contractors require managing. This service is projected for growth with the work of Hoyle-Tanner, contractor on the FAA Master Plan, feasibility data, and assistance with funding. Arcadia DesignWorks has a newly signed contract per Council order to build a new FBO (terminal) building and assist with funding. These contracts will need oversight by the Town Manager and airport manager to ensure projects are advancing and the Town is receiving value on these deliverables/products for economic development.

According to my assessment per meeting with Ralph and Jeff many times in person, via Zoom, and seeing the facility, large equipment fleet of trucks and GARD technology system, Jeff Campbell is ready for a leadership role as the manager of the Airport. The Town Manager will support this new Department so that it is an effective and efficient operation

available for the public, Katahdin region, a catalyst for job growth and economic development.

Action: Salary Increase and Specifications for Airport Supervisor to Manager

Our current airport supervisor is below the average pay rate for this type of large operation in industry and for Town service delivery compared to other department directors. Jeff represents MLT to the Maine Department of Transportation (DOT) Public Advisory Committee and holds a State of Maine license as an airport manager.

Jeff is respected in aviation and very marketable as a professional, currently sought after for airports in Maine. He is a valuable, proud, and dedicated employee of the Town for 13 years. Management would like to retain Jeff in Town with his skills and ensure our airport is operational per the FAA. This is a regulated public service and one where there is much risk and I would not want to have to close this important transportation service due to staffing.

According to Salary.com the average wage for an airport manager is between \$46,000 and 76,000 depending on education, experience, staff reports, reviews by supervisor, and city (Bangor is closest data point). Jeff Campbell is at \$37,000 now, below standard for a supervisor position of a large operation such as the Airport. \$57,000 is the median salary, without benefits (<https://www.salary.com/tools/salary-calculator/airport-manager/bangor-me?drpt=dr02&yrs=12&rptto=RL03&pfm=PR03>). An early career Airport Manager with 1-4 years of experience earns an average of \$53,120 based on 41 salaries (Payscale.com). A mid-career Airport Manager with 5-9 years of experience earns an average total compensation of \$56,764 based on 32 salaries per November, 2020 data.

The airport manager salary range in Frenchville, ME is \$49,000-\$52,000 with similar duties and responsibilities (<https://frenchville.org/buiness/member-directory/115-northern-arostook-regional-airport.html>). Brunswick Maine is hiring from \$50,000-\$70,000 with similar operations and responsibilities (<http://mrra.us/brunswick-executive-airport/>)

Final Action Requested: Jeff is at \$37,055 and I would like to raise him to \$46,000 effective 1/18/21 (an increase of \$5,215 until 6/30/21) per attached order, which is outside of our budget and needs to be taken from the fund balance account for our current budget. The next future step to equate this to an appropriate salary of approximately \$50,000 and review of performance will be done for the 7/1/21 fiscal year forward at which point the Airport will be recommended to be an independent department. Note, that there is possible Federal Aid funding for economic relief from the FAA that the town manager is researching under the Coronavirus Response and Relief Supplemental Appropriations Act. We are a general aviation airport and suspect funding will be lower compared to larger flight service airports according to Public Works Director Ralph Soucier.

Thank you for considering this request for taking the Airport operation out of Public Works to be its own Department and improving Town services. I'm looking forward to answering questions and concerns on this proposal and working with Jeff and Ralph. I would like to see this be addressed appropriately in January, 2021 and appreciate your time and leadership.

Dr. Annette Padilla, Interim Town Manager, Millinocket

Airport Related Photos

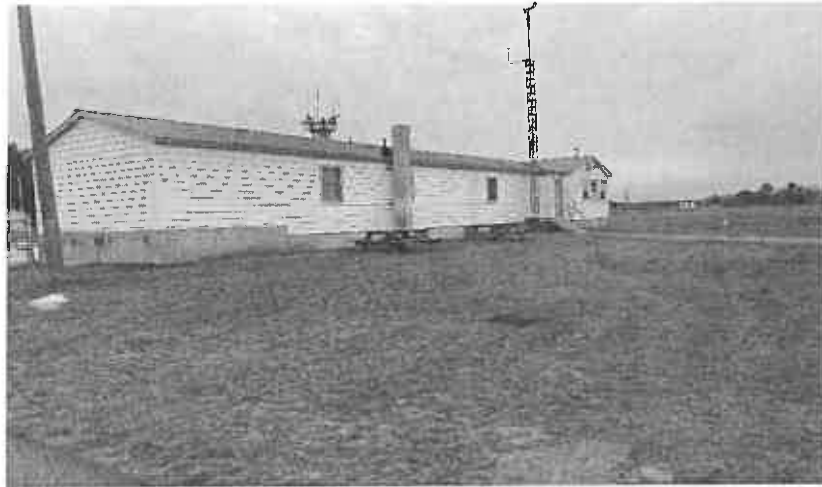


Airport Runways and Town of Millinocket-Arial View (above)

Runways (below)



FBO Building (Current-below)



Snowblower and MLT Airport Sign to be Replaced (below)



Fleet (below)



Snow Equipment Building (below)

