

# MAINE STATE LEGISLATURE

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**DEPARTMENT OF DEFENSE, VETERANS  
AND EMERGENCY MANAGEMENT**



**STATE GOVERNMENT EVALUATION REPORT**

**JOINT STANDING COMMITTEE ON  
LEGAL AND VETERANS AFFAIRS**

**MARCH 2004**

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## **ENABLING LEGISLATION AND PROGRAM DESCRIPTION**

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The Department of Defense, Veterans and Emergency Management is established by Title 37B, MRSA, Subsection 1, to “coordinate and improve the discharge of the State Government’s responsibility for military affairs, veterans’ services and emergency management matters”. The Adjutant General shall be the Commissioner of the Department and shall “be appointed by the Governor, subject to the review of the joint standing committee of the Legislature having jurisdiction over veterans’ affairs, and confirmation by the Legislature and serve at the pleasure of the Governor”.

The Department includes the Military Bureau, the Maine Emergency Management Agency, the Bureau of Maine Veterans’ Services and the Maine Military Authority. The Commissioner may appoint a Deputy Commissioner and “assign and delegate duties to the deputy commissioner as considered appropriate by the commissioner or Governor.” The Deputy Commissioner serves at the pleasure of the commissioner. The Commissioner may also appoint Directors of the Maine Emergency Management Agency and of the Bureau of Maine Veterans’ Services who “shall serve at the pleasure of the commissioner”.

### **Department Programs and Authorizing Legislation**

Maine Law provides the authority for the programs comprising the Department of Defense, Veterans and Emergency Management as follows:

Program 210 Department of Defense, Veterans and Emergency Management

Program 213 Military Bureau

Program 214 Maine Emergency Management Agency

Program 215 Bureau of Maine Veterans’ Services

Program 620 Maine Military Authority

## **MISSION, PHILOSOPHY, VISION AND VALUES**

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### **MISSION**

The Department of Defense, Veterans and Emergency Management (DVEM) protects the lives, property and welfare of the people of Maine by maintaining the National Guard, providing veterans services and coordinating emergency management.

### **PHILOSOPHY**

The employees of the Department will protect the citizens of Maine to the best of their ability. We will be the best line of recovery and assistance for the citizens when they are in a time of need.

The Department will be recognized as an organization that sees and seeks continuous improvement.

We strive for excellence by promoting training so we all can understand and carry out our responsibilities efficiently. We promote opportunities for individual and professional growth.

Compassion is the underlying principle of all our endeavors with our customers and each other.

### **VISION**

DVEM is a customer-oriented organization exhibiting a high degree of integrity and accountability while providing quality services and benefits daily and in times of crisis by protecting life, freedom, and property for all of Maine's people.

### **VALUES**

- Quality customer service in response to people's needs
- Clearly defined plans to accomplish our goals
- A work environment of mutual respect, concern and trust
- Enhanced opportunities for professional development and personal initiative
- Pride in public service to community, state and nation
- Individual and team responsibility and accountability
- Commitment to quality performance and a high degree of integrity and professionalism

# **ROLES, STAKEHOLDERS, PUBLIC PERCEPTION AND STRATEGIC PLANNING PROCESS**

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## **ROLES**

**ADVOCACY.** To advocate on behalf of veterans and their dependents to obtain and retain State and Federal benefits for which they have entitlement, and play an active role of advocacy for veterans and all customers of the Department.

**PROTECTION.** To protect lives and property, and to provide security and assistance for Maine's people both daily and during crises.

**ASSISTANCE.** To provide timely support for the needs and desires of our citizens and to network with other State and Federal agencies.

## **STAKEHOLDERS**

Federal Government Agencies	Veterans groups
State Administration	Employees
Veterans and their families	State Agencies
Congressional Delegates	Governor
Department of Public Safety	Media
Legislature	Families
Unions (ACT, AFGE, MSEA)	Local Governments
Voluntary Agencies	

## **WHO WE ARE IN THE PUBLIC'S PERCEPTION**

The public has gained an awareness of the unique components that make up our department. Whether it is a veteran who contacts Maine Veterans' Services to receive benefits, a county contacting the Maine Emergency Management Agency to coordinate response training, or the citizens watching the National Guard personnel respond in an emergency, they know that the entire Department of Defense, Veterans and Emergency Management is behind them.

## **STRATEGIC PLANNING PROCESS**

The strategic planning process will be in accordance with all state and federal strategic planning and performance budgeting guidelines.

The DVEM Leadership Council and its strategic planning subcommittee developed this plan. It is continually revised and updated based on changing times and stakeholder feedback.

## **MAIN FUNCTIONS**

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The Department of Defense, Veterans and Emergency Management coordinates and administers the fulfillment of State Government's responsibility relating to military, veterans and emergency management through the authorization, planning, provision of resources, administration, operation and audit of activities in these areas.

Like most state agencies, we are a service organization. The missions of each constituent part of the department are founded on service to fellow Maine citizens, the state and the nation. Our customers expect the utmost in timeliness of service and thorough preparation, as response is often a matter of life and death. While many day-to-day activities are devoted to readiness and planning, events such as the Ice Storm 98 demonstrate the critical need for our services. In a similar way, the livelihood and emotional well being of veterans often depends upon the assistance we provide. The strategic planning process, which carefully considers input from all of our stakeholders (customers), provides the guidance on issues which directly relate to supporting our missions effectively and efficiently.

### **MILITARY BUREAU**

To protect the lives and property of Maine's citizens and to preserve peace, order, and public safety under orders of the Governor.

To answer the call of the President, when needed, to augment the active forces.

### **BUREAU OF VETERANS' SERVICES**

Provides services to Maine's veterans and their dependents who are seeking assistance through various benefit programs. Assists in acquiring housing, medical and hospital care, educational aid and compensation or pensions based upon disabilities and survivor benefits. Advocates for veterans and their families. The Bureau also provides burial and perpetual gravesite care at the Maine Veterans' Memorial Cemeteries for eligible veterans discharged under honorable conditions and to eligible members of their immediate families.

Maine Veterans' Services is also involved with the following commissions and groups:

- The Advisory Commission on Women Veterans
- The Governor's Advisory committee on Education of the Military and Veterans in Maine
- Board of Trustees, Maine Veterans Homes system
- Togus MAC



## **MAINE EMERGENCY MANAGEMENT AGENCY (MEMA)**

To reduce the effects of disasters by coordinating Maine's mitigation, preparedness, response and recovery. MEMA's coordination is the basis for the Governor's decision-making, the allocation of State resources, and requests for Federal aid. The Agency uses risk-based planning, training, exercising, and public education to deliver a statewide program of emergency management. MEMA chairs and provides administrative support to the following organization:

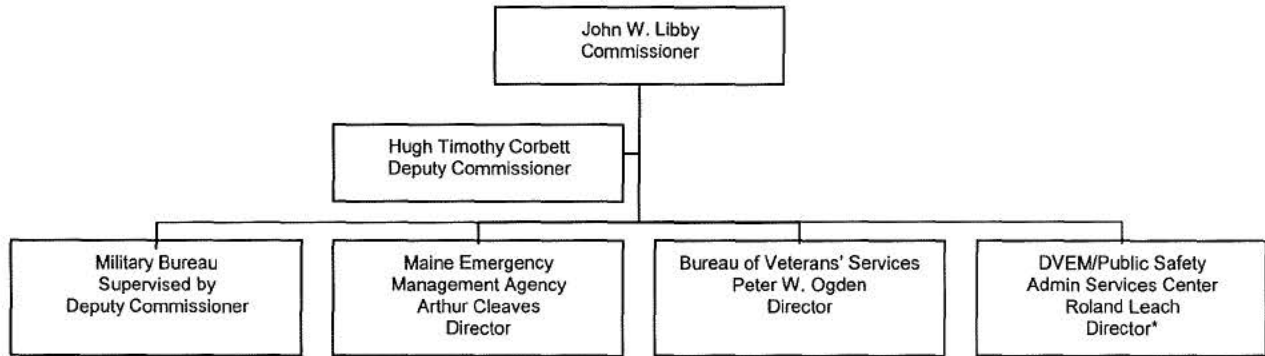
- State Emergency Response Commission (SERC)
- River Flow Advisory Commission (RFAC)
- State Drought Task Force

## **ADMINISTRATIVE SERVICES CENTER**

To provide administrative support to the Commissioner, Program Directors, and provide Department-wide information, direction and control over related fiscal and administrative activities, in compliance with and within the parameters of existing State and Federal law and regulations that pertain to Department activities.

# ORGANIZATIONAL STRUCTURE

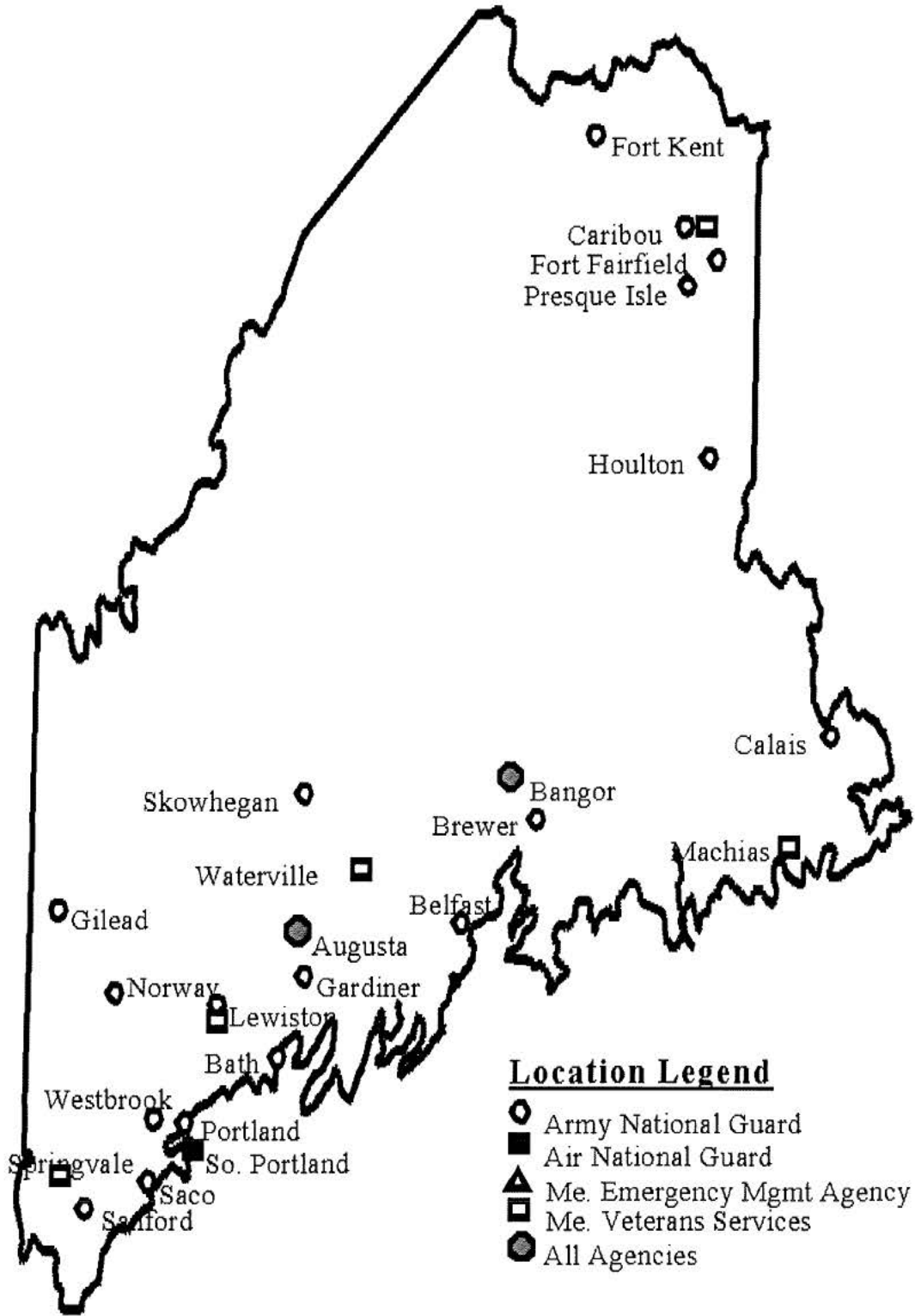
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\* The Admin Services Center supports both the Department of Defense, Veterans and Emergency Management and the Department of Public Safety.

# GEOGRAPHICAL LOCATION

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## **INFRASTRUCTURE**

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We have two different entities working together, which make up our Department. These two entities (the Federal Government and the State Government) offer our employees many opportunities and challenges. These are embodied through job security, low turnover rates, attractive pay and strong union-management relations. The largest challenge to our organization is maintenance of our infrastructure.

### **MILITARY BUREAU**

The Military Bureau consists of the Maine Army National Guard and the Maine Air National Guard.

#### MAINE ARMY NATIONAL GUARD

The Maine Army National Guard has over 120 buildings and structures supporting approximately 2126 soldiers dispersed throughout the state. This amounts to over 1.3 million square feet of facility space. Recent additions to the facility inventory include the new 11th Civil Support Team (Weapons of Mass Destruction) building in Waterville and the soon to be completed Phase I Army Aviation Support Facility in Bangor. Due to a lack of funding, state owned National Guard facilities are not properly maintained causing structural deficiencies and unaddressed safety/code violations. The poor condition of these facilities also detracts from the training, morale, and readiness of our soldiers.

Recruiting and retention of Maine National Guard soldiers and airmen continues to be a challenge, especially now in the middle of a very challenging and busy deployment cycle. Deployments put a strain on our service members, their families, and businesses. Our ability to retain these soldiers in the Guard once they return home will be a challenge as will our recruiting efforts to bring in new members. Already this fiscal year our losses are almost double that of this time last year. In addition, the depletion of funding to support tuition assistance for our soldiers and airmen removes a vital incentive used to recruit and retain service members.

Maine currently is second in the nation for having the highest percentage of its forces mobilized. This presents a challenge of having available forces to support state emergencies. This is mitigated to some extent, however, by emergency management assistance compacts with our neighbors.

Almost all the equipment of the Maine Army National Guard is federally owned. Federal support for maintaining this equipment allows the state to meet its obligations and missions.

At the Federal level discussions surrounding the structure of forces nationwide continues to evolve. In being proactive, the Maine National Guard is examining its force structure

to ensure it has the right mix of forces that support both its State and Federal missions. The outcome of force structure decisions at the national level may impact the location and size of the Maine National Guard in the future.

### MAINE AIR NATIONAL GUARD

The Maine Air National Guard has more than 58 fully federally supported facilities of which 52 are directly related to the operations of the Maine Air National Guard. The value of these facilities exceeds \$44 million. The current federal land area contains 515 acres with the majority of the property located at Bangor International Airport, to support the 101st Air Refueling Wing. The remainder of the property, 14.7 acres, is located at the South Portland Air National Guard Station to support the 243rd Engineering Installation Squadron and the 265th Combat Communications Squadron. The 101st Civil Engineer Squadron located at the Bangor International Airport manages all Maine Air National Guard facilities.

The Maine Air National Guard recently completed a major construction project repairing and resurfacing the Bangor airport runway. The Air National Guard partnered with the Federal Aviation Authority, City of Bangor and the Active Duty Air Force to fund the \$25.7 Million project. In addition, a major construction project to build a new replacement aircraft hanger is included in the Future Years Defense Plan and the Air National Guard has secured initial design funding this current year. The project construction will be phased over two years at a total cost of approximately \$25 Million. Other major construction projects have been completed in the past seven years that total over \$83 million.

### **BUREAU OF VETERANS' SERVICES**

The structures owned by the Bureau of Maine Veterans' Services are located at the current cemetery and at the site of the new cemetery. The chapel roof has been replaced and the interior has had many repairs. All other facilities (main office, garage, and storage buildings) have leaky roofs, poor heating plants and significant structural damage due to neglect.

The overall condition of the Veterans' Cemetery equipment is improving. Two new trucks and a backhoe have been purchased. All other equipment to include mowers, the dozer, trucks and other equipment is very poor. Most are 1970's vintage and some do not run anymore.

In July 1998, a 112-acre parcel was purchased as a site to construct a new cemetery. On this is a usable stand of marketable trees.

### **MAINE EMERGENCY MANAGEMENT AGENCY**

MEMA owns or leases and maintains communications facilities around the state. Its high-band radio system is maintained in partnership with the Maine State Police.

MEMA grants Federal Emergency Management Agency (FEMA) funds to Maine's 16 counties to operate County Emergency Management Agencies and emergency operations centers. The capability of county operations is uneven across the state, based on the level of matching funds provided by individual county governments. MEMA does not have any direct control over county agencies or personnel. However, state-county agreements are negotiated each year to provide accountability in return for Federal funds provided.

In the past several years, a multi-million dollar upgrade of microwave communications sites and equipment has been accomplished with the assistance of approximately \$600,000 federal and state funds and a partnership with the Department of Public Safety and Maine Air National Guard.

## **DEPARTMENT OF DEFENSE, VETERANS AND EMERGENCY MANAGEMENT**

### **BG JOHN W. LIBBY, COMMISSIONER/ADJ GENERAL**

*Central Office: CAMP KEYES, AUGUSTA, ME, 04333-0033*

*Mail Address: 33 STATE HOUSE STATION, AUGUSTA, ME, 04333-0033*

*FAX: (207) 626-4509*

*Established: 1973*

*Telephone: (207) 626-4205*

*Reference: Policy Area: 06; Umbrella: 15; Unit: 210; Citation: T0037B M.R.S.A., Sect. 000000001*

*Average Count-All Positions: 154.000*

*Legislative Count: 154.00*

*Units:*

*MAINE EMERGENCY MANAGEMENT AGENCY*

*MILITARY BUREAU*

*BUREAU OF MAINE VETERANS' SERVICES*

### **PURPOSE:**

The Department of Defense, Veterans and Emergency Management was established to coordinate and improve the discharge of the State Government's responsibility relating to military, veterans and emergency preparedness through the authorization, planning, provision of resources, administration, operation and audit of activities in these areas.

### **ORGANIZATION:**

The Department of Defense, Veterans and Emergency Management was created by legislation in 1972 under the original name of Department of Military, Civil Defense and Veterans Services. In this legislation, the administrative offices of the Adjutant General became the Military Bureau; the former Civil Defense and Public Safety Agency became the Bureau of Civil Defense; and the former Department of Veterans Services became the Bureau of Veterans Services; with the Adjutant General designated as both Commissioner of the new department and Director of the military Bureau.

Effective in June 1974, the 106th Legislature revised the law to direct the appointment of the Deputy Adjutant General as Director of the Military Bureau, thus freeing the Adjutant General to function solely as Commissioner of the Department. This revision also renamed the Bureau of Civil Defense as the Bureau of Civil Emergency Preparedness. Over the next couple of years, the Department was redesignated Department of Defense and Veterans Services.

During the 113th Legislature the Bureau of Civil Emergency Preparedness was renamed the Maine Emergency Management Agency (MEMA). At the direction of the 115th Legislature, the Bureau of Veterans Services was changed to the Division of Veterans Services. In 1995 the 117th Legislature added the requirement that the Adjutant General/Commissioner's appointment be subject to Legislative confirmation. In 1997 the 118th Legislature redesignated the department as the Department of Defense, Veterans and Emergency Management, redesignated the Division of Veterans, Services as the Bureau of Maine Veterans Services and designated its leader as the Bureau Director. In October 2001, the Department was assigned responsibility for coordinating the homeland security activities of the State, to include interface in such matters with federal, county, and local government. The Commissioner was assigned the additional duty of directing these activities.

### **PROGRAM:**

The programs of the Department of Defense, Veterans and Emergency Management are outlined in the reports of its operating units.

### **PUBLICATIONS:**

The Adjutant General's Report is a biennial publication that highlights the significant events, accomplishments and highlights of the Department during the previous two years.

## **MILITARY BUREAU**

### **HUGH TIMOTHY CORBETT, DEPUTY COMMISSIONER**

*Central Office:* CAMP KEYES, AUGUSTA, ME, 04333-0033

*Mail Address:* 33 STATE HOUSE STATION, AUGUSTA, ME, 04333-0033

*FAX:* (207) 626-4509

*Established:* 1972

*Telephone:* (207) 626-4205

*Reference: Policy Area:* 06; *Umbrella:* 15; *Unit:* 213; *Citation:* T0037B M.R.S.A., Sect. 000000002

*Average Count-All Positions:* 102.000

*Legislative Count:* 102.00

#### **PURPOSE:**

The Military Bureau protects life and property and preserves peace, order and public safety. In fulfilling its mission, the Bureau provides the Army and Air National Guard with units organized, equipped, and trained to function efficiently at authorized federal strength. Units muster on order of the Governor to perform disaster relief, control of civil disturbance or provide other support to civil authority as required. In the event of war or other national emergency, the Bureau will report for federal service on call of the President of the United States. Should the National Guard be federalized and moved out of State, other forces may be organized under the law (M.R.S.A., Title 37-B, Chapter 3), to be known as Maine State Guard.

#### **ORGANIZATION:**

The Military Bureau was created in July, 1972, under State Government reorganization legislation, to encompass what previously had been the Office of the Adjutant General, established in 1921 by the Maine Constitution. In the reorganization, the Governor, as Commander in Chief of the Maine militia, appointed the Adjutant General as administrative head of the Department of Military, Civil Defense and Veterans Services and as Director of the military Bureau. The law has been revised several times to more appropriately reflect and meet the needs and actual functions of the Department. The MOBT recent revisions have eliminated the requirement that the Director of the Military Bureau be the Deputy Adjutant General and changed Civil Defense to the Maine Emergency Management Agency (MEMA).

#### **PROGRAM:**

The Military Bureau's two components, the Army National Guard and the Air National Guard are both responsible to the Adjutant General. The Maine National Guard, as a professional military institution, performs a dual role. One supports our State, and the other supports our Nation. In support of our State, the Maine National Guard provides the people of Maine with a highly skilled and disciplined military force. These soldiers and airmen, when called upon by the Governor, assist other State agencies during times of floods, hurricanes, forest fires, snow emergencies, and other civic needs. In its other role, the Maine National Guard acts as a supplement to the active military. In this capacity, units of the Maine National Guard can be called to Active Duty by the President of the United States in support of our national security.

Statewide, the Maine Army National Guard's authorized strength is more than 2,200 soldiers. These soldiers are trained in a wide range of skills, including carpentry, plumbing, electrical, maintenance, first aid, heavy equipment operations and combat arms.

The Maine Air National Guard provides a force of more than 1,200 men and women who are combat ready to serve in Federal missions of Air Refueling, Combat Communications and Engineering Installations. The 101st Air Refueling Wing provides worldwide air refueling in support of US military, allied or coalition forces. The 243rd Engineering Installation Squadron and the 265th Combat Communications Squadron train for to be able to deploy worldwide. The 243rd designs and installs permanent communications systems while the 265th CBCS provides rapid communications systems.

#### **PUBLICATIONS:**

The BULLET

The MAINIAC

Guard ME

SINEWAVE

COMMUNIQUE



**MAINE MILITARY AUTHORITY**

**GARY P. CLEAVES, GENERAL MANAGER**

*Central Office:* 32 CONNECTICUT RD, LIMESTONE, ME, 04750

*Mail Address:* 32 CONNECTICUT RD, LIMESTONE, ME, 04750

*Established:* 2001

*Reference: Policy Area:* 06; *Umbrella:* 99; *Unit:* 620; *Citation:* T0037B M.R.S.A., Sect. 000000391

*FAX:* (207) 328-4251

*Telephone:* (207) 328-4873

**PURPOSE:**

The Maine Military Authority was established in State law by the 2d session of the 120th Legislature as a body corporate and politic and a public instrumentality of the State consisting of the Maine Readiness Sustainment Maintenance Center (MPSMC) and reporting to the Adjutant General. The Authority exists to operate the MRSMC and to maintain, rebuild, repair and store equipment for the State, for the US Departments of the Army, Air Force, Navy and Treasury and foreign governments in conjunction with the Foreign Military Sales Program of the US Department of Defense.

**ORGANIZATION:**

The Authority was implemented on January 1, 2003.

**FINANCES, FISCAL YEAR 2003:** The following financial DISPLAY was generated from this unit's accounts as recorded in the files of the Bureau of the Budget's MFASIS System

MAINE MILITARY AUTHORITY	TOTAL FOR ALL	GENERA L FUND	SPECIAL REVENU E FUNDS	HIGHWAY FUND	FEDERA L FUNDS	MISC. FUNDS
<b>EXPENDITURES</b>	<b>FUNDS</b>					
SALARIES & WAGES	2,350,834					2,350,834
HEALTH BENEFITS	1,006,631					1,006,631
RETIREMENTS	303,076					303,076
OTHER FRINGE BENEFITS	38,319					38,319
OTHER CONTRACT SERVICES STATE	12,773					12,773
COMPUTER SERVICES STATE	7,099					7,099
OTHER CONTRACT SERVICES	1,247,429					1,247,429
RENTS	236,636					236,636
COMMODITIES	687,728					687,728
GRANTS, SUBSIDIES, PENSION	198					198
<b>TOTAL EXPENDITURES</b>	<b>5,890,722</b>					<b>5,890,722</b>

# MAINE EMERGENCY MANAGEMENT AGENCY

**ARTHUR W. CLEAVES, DIRECTOR**

Central Office: 194 Winthrop Street, Augusta, ME 04333

Mail Address: 72 State House Station, Augusta, ME 04333

Established: 1947

Telephone: (800) 452-8735

Reference: Policy Area: 06; Umbrella: 15; Unit: 214; Citation: T0037B M.R.S.A., Sect. 000000701

Average Count—All Positions: 18

Legislative Count: 18

## **A. Enabling or authorizing law or other relevant mandate, including any federal mandates.**

TITLE 37-B, CHAPTERS 13:through 24 (sections 701 through 1131)

Section 701, Paragraph 1 states:

1. Agency. Establish the Maine Emergency Management Agency to lessen the effects of disaster on the lives and property of the people of the State through leadership, coordination and support in the 4 phases of emergency management: mitigation, preparedness, response and recovery;

## **B. (1) Description of each program administered by the agency:**

MEMA's operational programs stretch across the budgetary programs as defined by the legislature. Goals and objectives are shared by all budget programs.

Program: **Coordinate the mitigation of, preparedness for, response to and recovery from disasters** (Programs 0214 and 0918. Program 0918 is the State Emergency Response Commission dedicated revenue program that concentrates on hazardous materials preparedness and response. Program 0214 is the general fund and federally funded program dealing with all hazards)

Goals: Reduce or eliminate the effects of all hazards in the State of Maine  
Ensure that the State of Maine is fully prepared to respond to and recover from any emergency or disaster.

Objectives: Increase in the capability of the State of Maine to respond to its citizens needs during an emergency, and to recover quickly after an event. This will be demonstrated by increased levels of appropriately trained personnel, workable plans and procedures that meet accepted standards, and facilities, equipment and communications systems adequate for the jurisdiction's requirements.

Lessening of risk to life and property achieved through making hazard mitigation an integrated part of State government and Maine's communities.

Description of services provided:

Coordinate the mitigation of, preparedness for, response to and recovery from disasters (please see below for details)

Program           **Timely disbursement of state share of federally declared disasters in the State of Maine (0841)**

Goals:             Reduce or eliminate the effects of all hazards in the State of Maine  
                      Ensure that the State of Maine is fully prepared to respond to and recover from any emergency or disaster.

Objective:        Increase in the capability of the State of Maine to respond to its citizens needs during an emergency, and to recover quickly after an event. This will be demonstrated by increased levels of appropriately trained personnel, workable plans and procedures that meet accepted standards, and facilities, equipment and communications systems adequate for the jurisdiction's requirements.

Description of services provided:

Timely disbursement of state share of federally declared disasters in the State of Maine.

Description of services provided by all programs:

- Improve the state's disaster response and recovery capability:
- Provide planning and planning assistance
- Conduct training and training support
- Conducts exercises and exercise support
- Inform and educate the public
- Administer emergency management, disaster assistance and homeland security grants
- Coordinate state-level response to emergencies
- Maintain response facilities and equipment
- Coordinate hazard mitigation (risk reduction) activities for the state
- Administer FEMA disaster assistance programs

**B. (2) Performance Criteria, timetables or other benchmarks used by the agency to measure its progress in achieving the goals and objectives:**

Please see attachment, "MEMA Performance Strategies"

**B. (3) Assessment by agency indicating extent to which it has met the goals and objectives, using the performance criteria.**

Please see attachment, "MEMA Performance Strategies"

**C. Organizational Chart**

Please see attachment "Maine Emergency Management Agency Organizational Chart".

**D. Compliance with federal and state health and safety laws, including the Americans with Disabilities Act, the federal Occupational Safety and Health Act, affirmative action requirements and workers' compensation:**

All Agency programs are operated in compliance with these requirements.

**E. FINANCIAL SUMMARY (PAST 10 YEARS)**

To be supplied by the Department

**F. When applicable, the regulatory agenda and the summary of rules adopted:**

*Regulatory Agenda:*

Emergency rules adopted since the last regulatory agenda: None

Expected 2003-2004 rule-making activity: None.

Contact Person: Colonel Peter Golding, Camp Keyes, 104 State House Station, Augusta, ME 04333. Tel: (207) 626-4328.

*Summary of Rules Adopted:*

15 214 Maine Emergency Management Agency (MEMA)

- Ch. 1 Primary Secondary Planning Zone; Ingestion Pathway Zone Near Nuclear Power Plant
- Ch. 2 Establishment of Fees for the Reporting of Hazardous Materials
- Ch. 3 Design and Construction Standards for New or Reconstructed Dams

**G. Identification of those areas where an agency has coordinated its efforts with other state and federal agencies in achieving program objectives and other areas in which an agency could establish cooperative arrangements, including, but not limited to, cooperative arrangements to coordinate services and eliminate redundant requirements:**

- Emergency Preparedness:
  - MEMA is funded by FEMA and works closely with them in carrying out preparedness activities. Also, most departments of State government become involved in emergency preparedness at some level.
- Emergency Response:
  - The State's response to a state-level is coordinated by MEMA. By Executive Order, some 12 State agencies and the American Red Cross provide liaisons to the State Emergency Operations Center (EOC) to participate in the response. Other agencies, including federal agencies, are called on as needed. If the incident escalates to the extent that direct federal response is needed, FEMA coordinates with MEMA to bring in representatives of involved federal agencies to coordinate the response.
- Disaster Recovery:
  - Assistance to Public Facilities:

- MEMA administers FEMA disaster funds when available, and cooperates with FEMA, MDOT, MDOC, and numerous other state agencies in the administration of funds
  - Assistance to Individuals and Businesses
    - MEMA administers FEMA and SBA assistance, in cooperation with the Maine Department of Human Services, the Maine Department of Labor, and many other state agencies who are participating in the recovery process.
- Hazard Mitigation:
  - SPO/Floodplain Management
  - Interagency Hazard Mitigation team
- State Emergency Response Commission:
  - Representatives several state agencies, and representatives of local agencies serve on the Commission and advise the State on matters related to hazardous materials and weapons of mass destruction preparedness, mitigation, response and recovery.
- River Flow Advisory Commission:
  - The commission is co-chaired by MEMA and the US Geological Survey. A number of state, quasi-state and federal agencies are represented on the Commission, which advises the State on matters relating to stream flow, surface water, ground water and the operation of the federal-state cooperative hydrologic monitoring system (stream flow and groundwater monitoring stations and support operations)
- Interagency Planning and Grant Review Teams:
  - These groups are organized as needed to meet a programmatic objective. Examples include:
    - The Drought Task Force, organized in concert with the River Flow Advisory Commission, bringing together State, Federal and private sector agencies concerned with Maine's recent long-term drought.
    - A Weapons of Mass Destruction planning team with representation from the Maine State Police, the Fire Marshal's Office, County Emergency Management, Maine EMS and several other agencies.
    - A GIS planning team to look at ways in which GIS can be utilized to improve emergency planning and response, including membership from MEMA, Maine GIS and the Public Utilities Commission among others
    - Deaf and Hard of Hearing Alerting Study group convened as directed by LD 397 to study alerting systems in Maine. The Maine Division of Deafness, Maine Association of Broadcasters, the National Weather Service and many others participated.

**H. Identification of the constituencies served by the agency or program, noting any changes or projected changes:**

Customers/Constituencies	Role MEMA serves:
General Public	Serves the public through pre-disaster education, crisis information during a disaster, and administration of disaster assistance after a disaster.
Public Officials	Sponsors educational and training programs, and provides information year-round. Provides grants administration and technical assistance to officials for homeland security, mitigation and other grants benefiting local communities.
Emergency Responders	Sponsors numbers training programs. Conducts and supports emergency exercises. Provides grants administration for training, exercise and equipment grants.
County and Local Emergency Managers	Provides technical assistance in emergency planning. Sponsors numbers training programs. Conducts and supports emergency exercises. Provides grants administration for training, exercise and equipment grants.
State Government	Coordinates state-level preparedness programs and the state's response to emergencies. Provides grants administration for disaster assistance and homeland security grants for which state agencies may be eligible. Provides technical assistance for departments engaged in emergency planning.
Business Community	Coordinates disaster assistance, including SBA assistance following a federal declared disaster. Provides technical assistance in disaster preparedness and planning, particularly for those industries who maintain inventories of hazardous materials.
Voluntary Agencies	Coordinates closely with Voluntary Organizations Active in Disaster (VOAD), including providing staff to support its meetings and activities. Works with many agencies in conducting emergency preparedness activities. Provides disaster assistance and outreach when programs are available.
Educational Institutions	Provides comprehensive training programs for school safety. Provides technical assistance for emergency planning preparedness. Administers disaster assistance when available, and ensures that schools and universities are aware of assistance available.
Special Needs Organizations/Facilities	Provides technical assistance for planning and preparedness activities.
Other States/Provinces	Coordinates with other state and eastern Canadian provinces in emergency planning, and to exchange response resources in an emergency.
Federal Government	Administers FEMA programs in the State. Coordinates closely with EPA on hazardous materials safety in the State. Coordinates with federal agencies such as the National Weather Service and US Geological Survey in disseminating critical information to Maine citizens.

**I. Summary of efforts by an agency or program regarding the use of alternative delivery systems, including privatization, in meeting its goals and objectives.**

The agency currently makes use of private contract resources primarily for training and exercise delivery. In addition, especially in these areas, the agency makes use of County Emergency Management Agency expertise and resources, both at the county and local levels, in all program areas.

The agency has also occasionally made use of contractors for special projects such as public opinion polling.

Since emergency management is an emerging professional field, the number and quality of private sector resources available for consideration is limited.

The agency has actually been forced to rely on contract support more than might be ideal, because of the difficulty in predicting the availability of federal funds, and the understandable conservative approach to approving additional legislative head count in this and all other agencies of state government.

#### **J. Identification of emerging issues for the agency or program in the coming years;**

##### ***Overview:***

Less than two years ago, a partnership including the Federal Emergency Management Agency (FEMA), the National Emergency Management Association (NEMA) and the National Fire Protection Association (NFPA) adopted the concept of accreditation for emergency management programs at all levels. An accreditation standard was developed and adopted, and the Emergency Management Accreditation Program (EMAP) was created. In 2002, federal dollars were committed to perform a baseline peer-to-peer assessment of each state's program.

In October of 2003 a baseline assessment was conducted in Maine. The assessment team included emergency management professionals from Ohio, Indiana, Arkansas, Florida and California. The team provided a raw report of their findings (compliance or non-compliance with 54 standards) and a verbal briefing at the conclusion of the week-long assessment. A full report is expected in approximately 60 days and will be provided to the committee of jurisdiction at that time. The findings of the team corroborated the findings of internal assessments conducted within the Agency in the last three years. We are looking forward to the full report, and the opportunity to use the EMAP findings to improve Agency operations.

Explanatory text in a number of key issue areas below refer to the findings of the assessment team.

- **Integration of homeland security issues into an all-hazard emergency management system**

Since September 11, 2001, there has rightfully been a concern in the entire United States regarding our ability to respond to an act of terrorism. The State of Maine has opted not to create a new governmental infrastructure to coordinate matters of homeland security, but instead to build on the interagency cooperation and response capability that already exists across the state to respond to all emergencies. Many of the administrative and coordinating tasks have fallen to MEMA, without an increase in staff. With the advent of homeland security grant funds, some resources have become available in the last two years to augment staff with temporary or project personnel, but this approach leaves the program vulnerable to gaps in continuity.

- **Fair and efficient administration of homeland security and emergency management grants**

Although grant funds were slow in arriving, Maine has now been the recipient of almost \$50 million in federal homeland security grant funds. This has brought with it the challenge of interpreting the complicated grant guidance, building a straightforward and fair grant process, and following through on that process efficiently. Each grant received has been quite proscriptive in its rules, and each grant's rules have been different. A large part of administering these grants has been educating public officials on what is possible, and guiding them through the requirements.

Compounding the challenge has been the fact that states have received no assurances from one year to the next of the availability and amount of grants. This means that we have had to create the administrative capacity within MEMA in an ad hoc fashion, using personnel resources stolen from other programs, as well as contract and project personnel.

Although adding additional staff has been curtailed in these tough budget times, it may be that in order to guarantee disbursements of these funds to local government in a proper and timely manner, additional staff may become necessary.

- **Improvement of internal managerial and administrative functions**

The EMAP baseline assessment found opportunities for improvement across the board in all programs in published standards of operation, and documentation. While the team felt that grants and budgets, for example, were being handled properly and efficiently, there was little or no documentation of the process used to handle them. Likewise internal strategic planning, training and exercise schedules, disaster recovery programs et al were all being well executed without any documentation of process. This leaves the Agency vulnerable in the inevitable event of staff attrition. (It should be noted that of 17 full-time positions in the Agency, 1 person retired this year, and 5 staff are or will become eligible for retirement in the next two years. This represents more than a third of the staff)

No program functions at its optimum if its own house is not in order. It is therefore incumbent on the Agency to begin to address this shortfall, in order to ensure full effectiveness and continuity of its programs and services.

- **Efficient operation of programs in a “home rule” state**

The execution of emergency management programs in the State of Maine depends on cooperation between MEMA and County Emergency Management Agencies (CEMAs) and between CEMAs and local officials. MEMA has no statutory authority over CEMAs. All hiring and firing of Directors, establishment of budgets, and setting of staffing levels is done at the county level. As a result, CEMA resources and staffing levels and salaries are not consistent across the state.

MEMA does administer the Emergency Management Performance Grant, a FEMA program which distributes matching federal funds to CEMAs. As part of the program, MEMA requests and must approve an annual work plan from each CEMA, and the CEMA must report quarterly on activities and expenditures. This is the only “check and balance” available



CEMAs are expected to coordinate preparedness, response, recovery and mitigation activities with the communities within each county. The effectiveness of this coordinating function varies from county to county. Some county Emergency Operations Centers are fully staffed, have outstanding communications and operational capability. Others have only one or two phone lines, and little or no operational staff.

County relationships with town officials tend to operate on a “Catch 22” basis. Where CEMAs are well staffed and well resourced, directors and staff have the time and financial support necessary to travel about the county, meet with town officials, conduct training courses, etc. This creates the effective relationships and well grounded plans that are critical in time of emergency. Those counties without adequate resources have difficulty fulfilling this basic task of establishing relationships with communities, which creates difficulties in emergency situations, and may reflect badly on the CEMA, making it difficult to justify additional resources.

It should also be noted that while MRSA Title 37-B requires each community to designate an emergency management director, who will serve as a liaison to the CEMA, not every community has done so, and there is no penalty for failing to do so. Since federal funds for emergency management are not plentiful, there is also little or no opportunity to provide an incentive for communities to have an active emergency management program.

- **Establishment of a vibrant and viable program of public education and outreach for public officials and citizens of the state**

Public education is the key to creating a state that is not only more resistant to disaster, but more resilient in the recovery from a disaster. Both these attributes have direct economic bearing, both on the State’s ability to avoid losses in the first place, and to achieve economic recovery following a major disaster. But perhaps most important is the need for all citizens to be more aware of what steps they can take to ensure their own safety in an emergency.

We can count schools, business owners and public officials among the audiences we would like to do a better job of reaching. The EMAP assessment team found that although MEMA had good plans to execute public information during an emergency, our programs were lacking in pre-disaster education.

- **Addressing shortfalls in the State Emergency Operations Center and alternate site**

The EMAP assessment team noted serious inadequacies in the State Emergency Operations Center, including amount of available space, location of sanitary facilities, and lack of food services and other services to support a long-term activation. In addition, although an alternate EOC site had been identified, no improvements had been made to bring the site up to a viable level for emergency operations.

With the Governor’s decision to co-locate MEMA and the State EOC with the Maine State Police at 500 Civic Center Drive comes the opportunity and the challenge to address these shortfalls. MEMA is currently fully engaged with the Department of Public Safety and the Bureau of General Services to design and create a facility at the new location that meets all of the State’s requirements. We will be leveraging federal funds to make needed modifications, and ensure that the facility fully supports interoperability with State Police systems and personnel.

At the same time, we will work with Department staff to ensure that the space we are vacating can be preserved as an alternate EOC. We envision that the vacated space will be used to full advantage on a day-to-day basis by Department staff, but designed in such a way as to accommodate the Governor and the Emergency Response Team in the unlikely event that an emergency situation required the new EOC to be evacuated.

We must also ensure that the transition to the new facility is accomplished smoothly, with as little as possible interruption to operational capability. This challenge will be a primary focus of MEMA senior staff this year. The agency move is projected for September of this year.

- **Accreditation for the emergency management program in Maine**

The achievement of accreditation is a “proxy measure” for demonstrating capability in all the critical functional areas of emergency management. In order to become accredited, the agency and partner agencies within State government will have to show proficiency in a full range of critical functions. Demonstrating that proficiency will mean that a robust capability is in place to assist the municipalities and the citizens of Maine in any emergency.

K. Any other information specifically requested by the committee of jurisdiction: N/A

L. A comparison of any related federal laws and regulations to the state laws governing the agency or program and the rules implemented by the agency or program.

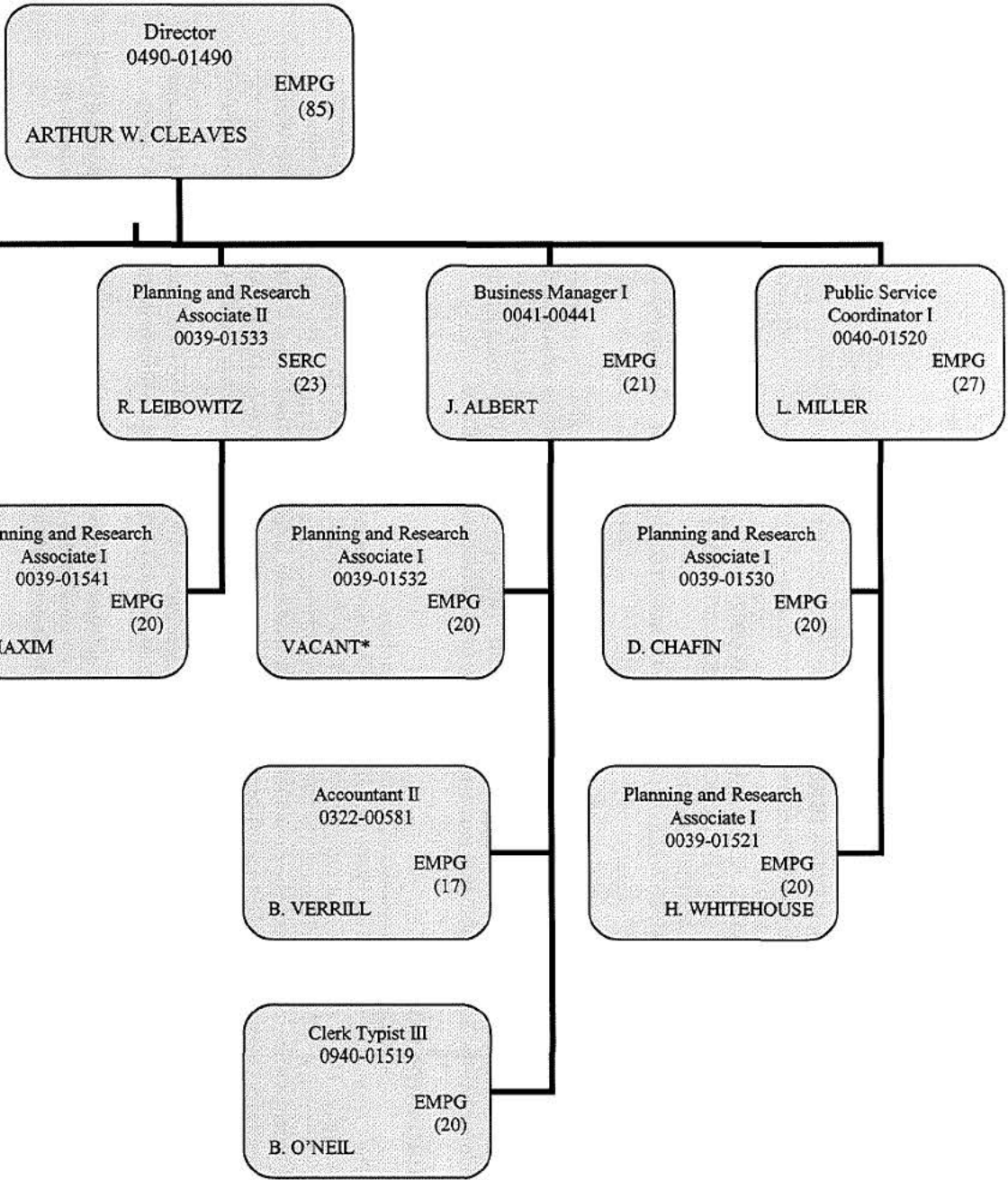
- a. EPCRA (Emergency Planning and Community Right to Know Act): Maine has codified EPCRA in State law. By rule, Maine has implemented a fee program under which industries which store hazardous materials pay a small registration fee and a sliding scale fee based on the amount and toxicity of materials. The majority of these fees go back to the communities to support planning and training of first responders. Facilities can lower the amount of fees that they pay by reducing the amount of chemicals they keep on hand, or switching their processes to use less toxic materials. Thus there is an incentive for facilities to operate more safely.
- b. Hazard Mitigation: There are no specific sections of Title 37-B dealing with hazard mitigation. Maine shoreland zoning and land use protection statutes support the basic precepts of hazard mitigation, which is to keep structures (and people) out of harm’s way. Communities participating in the National Flood Insurance Program adopt a model land use ordinance which accepts federal standards for development in the flood plain.
- c. Dam safety: State dam safety law (Title 37-B Chapter 24, sections 1111 through 1130) adopts definitions consistent with federal law, and outlines a dam safety program which while Maine-specific is consistent with best practices nationwide.
- d. Disaster assistance: Title 37-B §744, Disaster Relief allows the Governor to access and administer federal (FEMA) disaster relief programs in concert with federal law.

## MEMA Performance Strategies:

The following information is excerpted from the MEMA 2004 Strategic Plan (prepared for Federal Fiscal Year 2004, October 1 2003 through September 30, 2004).

<b>Strategy 001:</b>	Assess and improve all-hazard emergency planning at State, county and municipal levels.
<b>Supports Objectives:</b>	B-1
<b>Supports EMAP SPE's:</b>	1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13
<b>Strategy 002:</b>	Assess and expand performance-based training program.
<b>Supports Objectives:</b>	A-1, B-1
<b>Supports EMAP SPE's:</b>	2, 3, 4, 5, 6, 7, 8, 10, 11
<b>Strategy 003:</b>	Focus and expand education and awareness program for public officials and citizens.
<b>Supports Objectives:</b>	A-1, B-1
<b>Supports EMAP SPE's:</b>	2, 3, 4, 5, 10, 12
<b>Strategy 004:</b>	Assess and improve efficiency and effectiveness of finance and administration structure and practices.
<b>Supports Objectives:</b>	A-1, B-1
<b>Supports EMAP SPE's:</b>	All
<b>Strategy 005:</b>	Assess and expand program (State, county and local) to assess response capability through exercise <i>and response to actual events</i> .
<b>Supports Objectives:</b>	B-1
<b>Supports EMAP SPE's:</b>	4, 5, 6, 7, 8, 9, 10, 11
<b>Strategy 006:</b>	Analyze and amplify program of improvements to emergency management facilities and equipment.
<b>Supports Objectives:</b>	B-1
<b>Date:</b>	ongoing
<b>Supports EMAP SPE's:</b>	4, 5, 6, 7, 8, 9, 11
<b>Strategy 007:</b>	Continue development of Maine's comprehensive mitigation program, expanding existing programs as well as developing framework, standards and benchmarks.
<b>Supports Objectives:</b>	A-1, B-1
<b>Supports EMAP SPE's:</b>	1, 2, 3, 4, 5, 10, 12
<b>Strategy 008:</b>	Develop state response and recovery capability.
<b>Supports Objectives:</b>	A-1
<b>Supports EMAP SPE's:</b>	1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13
<b>Strategy 009:</b>	Assess and improve program of professional development for State staff.
<b>Supports Objectives:</b>	A-1, B-1
<b>Supports EMAP SPE's:</b>	All

State of Maine  
 Department of Defense, Veterans and Emergency Management  
**Maine Emergency Management Agency**  
 Organizational Chart  
 November 14, 2003



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\* Position frozen due to employee retirement under incentive program.

## **RIVER FLOW ADVISORY COMMISSION**

**ARTHUR W. CLEAVES, MEMA - DIRECTOR**  
**ROBERT LENT, DISMCT CHIEF, USGS-ME**

*Central Office:* CAMP KEYES, AUGUSTA, ME, 04333-0072

*Mail Address:* 72 STATE HOUSE STATION, AUGUSTA, ME, 04333-0072      *FAX:* (207) 626-4495

*Established:* 1997 *Telephone:* (207) 626-4503

*Reference: Policy Area:* 05; *Umbrella:* 92; *Unit:* 593; *Citation:* T0037B M.R.S.A., Sect. 000001080

### **PURPOSE:**

The River Flow Advisory Commission's purpose is to act as a technical advisory commission to the Department of Defense, Veterans and Emergency Management and the Governor's office on issues of flow of the state's rivers and streams. The commission also facilitates communication of river flow data between dam operators, river basin managers, state agencies, the United States Geological Survey and the National Weather Service during floods and droughts and administers the State's hydrological monitoring program in cooperation with the USGS.

### **ORGANIZATION:**

The Commission consists of the following members:

The Commissioner of Defense, Veterans and Maine Emergency Management, or designee; The State Geologist, or designee; The Commissioner of Agriculture, Food and Rural Resources, or designee; The Commissioner of Inland Fisheries and Wildlife, or designee; The Commissioner of Marine Resources, or designee; The Director of the State Planning Office, or designee; The Commissioner of Transportation, or designee; The District Chief of the USGS Water Resources Division, Maine District Office; The Meteorologist-in-Charge, NWS Forecast Office, Maine, or designee; Representatives from the major hydroelectric power generators, as determined by co-chairs of the Commission; and a representative of the public, appointed by the Governor.

The District Chief of the United States Geological Survey Water Resources Division Maine District Office and the Commissioner of Defense, Veterans and Emergency Management, or the Commissioner's designee shall act as co-chairs of the Commission.

I

The term of office for the public member and the representative from the major hydroelectric generators are five years. The public member may be removed from office for cause by the Governor. Members from State Government or Federal Government shall serve a term coincident with their governmental position.

### **PROGRAM:**

The Commission facilitates communications of river flow data between dam operators, river basin managers, State agencies, the United States Geological Survey, and the National Weather Service during periods of both flood and drought. It reports on data collected from stream flow gauges jointly funded by the State and the USGS (a 50/50 match program), information gathered in an annual survey of snow pack conditions in the late winter and early spring, and other information gathered and exchanged among its members. The data is also used by the Department of Transportation in highway and bridge design as well as the Departments of Conservation and inland Fisheries and Wildlife when assessing the impact or irrigation on aquatic habitat and monitoring river flow for recreational uses.

The origin of the Commission Was the Flow Management Advisory Committee, formed by Executive Order in 1983 as a result of heavy flooding on the Kennebec River, It operated under the land and Water Resources Council of the State Planning Office. Its mission was to evaluate whether Maine's rivers were being responsibly managed to protect health and safety of Maine citizens as well as to facilitate communications of river flow data. This committee issued a final report stating a need for information flow and mitigation measures since flood prevention on Maine's rivers is not possible.

The River Flow Advisory Committee was redesignated the River Flow Advisory Commission in 1997 and organized within the Department of Defense, Veterans and Emergency Management. This provides the Commission with stability and visibility within the Department that is the major user of its hydrologic network data during periods of flood and drought when the public's health and safety is threatened.

### **PUBLICATIONS:**

When The Rivers Rise: Flood Awareness for Maine Public Officials  
Annual Flood Forecast News Release

## **STATE EMERGENCY RESPONSE COMMISSION**

**ARTHUR W. CLEAVES, CHAIRPERSON**

*Central Office:* CAMP KEYES, AUGUSTA, ME, 04333-0072

*Mail Address:* 72 STATE HOUSE STATION, AUGUSTA, ME, 04333-0072

*Established:* 1987

*Reference:* Policy Area: 06; Umbrella: 94; Unit: 410; Citation: T0037B M.R.S.A., Sect. 000000792

*FAX:* (207) 626-4495

*Telephone:* (207) 626-4503

### **PURPOSE:**

This Commission oversees the implementation of a comprehensive program of planning and training for effective emergency response to releases of hazardous materials.

### **ORGANIZATION:**

The Commission is composed of 14 members. The Director of the Maine Emergency Management Agency serves as the chair. Other members include the Commissioners of Environmental Protection, Human Services, Labor and Transportation or designees, the Director of the Office of Emergency Medical Services or designee, the Chief of the State Police or designee, 4 gubernatorial appointees, 2 appointed by the Speaker of the House of Representatives and an environmental organization representative of the general public appointed by the President of the Senate.

### **PUBLICATIONS:**

LEPC Guidance

Model Plans

Emergency Planning Guidance

Emergency Response Guidebooks

**FINANCES, FISCAL YEAR 2003:** The Bureau of the Budget does not maintain comprehensive fiscal data relative to this unit.

## **BUREAU OF MAINE VETERANS' SERVICES**

**PETER W. OGDEN, DIRECTOR VET SVCS**

Central Office: CAMP KEYES, AUGUSTA, ME 04333

Mail Address: 117 STATE HOUSE STATION, AUGUSTA, ME 04333

Established: 1947

Telephone: (207) 626-4464

Reference: Policy Area: 06 ; Umbrella: 15; Unit: 215 ; Citation: T0037B M.R.S.A., Sect. 00000501

Average Count—All Positions: 30.00

Legislative Count: 30.00

### **Program evaluation report; contents.**

#### **A. Enabling or authorizing law or other relevant mandate, including any federal mandates.**

TITLE 37-B, CHAPTER 7: The Bureau of Maine Veterans' Services, referred to in this chapter as the "bureau," is established and shall provide informational services, program assistance, memorial facilities and financial aid to veterans in the State and their dependents in order to ensure that they receive all entitlements due under the law, are relieved to the extent possible of financial hardship, receive every opportunity for self-improvement through higher education and are afforded proper recognition for their service and sacrifice to the Nation. [1997, c. 455, §17 (amd).]

The bureau acts as the primary public advocate for veterans before the United States Department of Veterans Affairs. 2001, c. 662, §60 (new).]

#### **B. (1) Description of each program administered by the agency:**

**Program:** Veterans' Services 0110

**Goal:** Maine Veterans will be informed, assisted, honored, and relieved of financial hardship to the extent possible.

**Objective:** Ensure that Maine veterans and their eligible dependents receive all the benefits to which they are entitled under law.

#### **Description of services provided:**

- **Claims Advocacy:** The Bureau is charged by State of Maine statutes to act as the primary public advocate for veterans before the United States Department of Veterans Affairs. The Bureau's seven field offices provide statewide support to Maine's 151,657 veterans. They provide a wide variety of expertise and knowledge in the following areas: housing, medical and hospital care, educational aid, compensation, vocational rehabilitation, burials, and nursing home care. The State Claims Office, located at Togus, administers the claims support and appeals advocate program.
- **Maine Veterans' Memorial Cemetery System:** The cemetery system consists of three cemeteries located as follows: Maine Veterans' Memorial Cemetery, Civic Center Drive, Augusta, Maine; Maine Veterans' Memorial Cemetery, Mt. Vernon Road, Augusta, Maine; Northern Maine Veterans' Memorial Cemetery, 37 Lombard Road, Caribou, Maine. The Civic Center Drive facility in Augusta was the first state cemetery built and was opened in 1970. The

Mt. Vernon Road facility in Augusta was the second and was dedicated in May 2001. The one located in Caribou is the most recently constructed cemetery and was dedicated in June 2003.

The three cemeteries are contemporary parks of memorial with all grave markers placed flush with the ground level. Landscaping, planting of trees, shrubs and floral plantings are part of the overall décor of the cemeteries and are not designed for any one grave. The cemeteries are memorials established in honor of all veterans. The flag of the United States in the Memorial Circle is in honor of all veterans buried in the cemeteries.

Veterans Eligibility includes those who served in the active United States Forces and who if discharged received an honorable discharge or general discharge under honorable conditions, provided that the discharge was not upgraded through a program of general amnesty; Served in the Maine National Guard and died as a result of injury, disease or illness sustained while serving on state active service as provided in 37-B MRSA, chapter 3, subchapter III, § 101-A (1); Or served in the Reserve Components of the United States Armed Forces and entitled to retired pay under 10 United States Code, chapter 1223 or would have been entitled to retired pay under chapter 1223 at age 60.

Dependent Eligibility includes wife, husband, surviving spouse, unmarried minor child, unmarried dependent child enrolled in secondary school or unmarried adult child who became incapable of self-support before reaching 18 years of age on account of mental or physical defects.

- **Veterans Dependents Educational Benefits:** This program provides educational assistance benefits to dependents of disabled veterans as defined in Title 37B, Chapter 7, Section 505(2).

Spouses of veterans who are attending state-supported postsecondary vocational schools or institutions of collegiate grade must be admitted free of tuition including mandatory fees and lab fees for associate's, bachelor's and master's degree programs.

Children of veterans who are attending state supported postsecondary vocational schools or institutions of collegiate grade must be admitted free of tuition including mandatory fees and lab fees for associate's and bachelor's programs. The tuition waiver provided under this paragraph may be reduced by an amount necessary to ensure that the value of this waiver, combined with all other grants and benefits received by the student, does not exceed the total cost of education. Room and board may not be waived. A child of a veteran has 6 academic years from the date of first entrance to complete 8 semesters. The director may waive the limit of 6 consecutive academic years when the recipient's education has been interrupted by severe medical disability or illness making continued attendance impossible.

- **Veterans Financial Assistance Benefits:** Funds for this program was provided by the legislature on a one-time basis and expired on June 30, 2003. The program consisted of the following two types of grants: **Temporary Assistance** - not to exceed \$200 per month and not to exceed \$600 in any 12-month period to a veteran in this State who has filed a valid claim for a veteran's pension, pending notification of the award of such a pension, if that veteran is not incarcerated and requests such assistance. For purposes of this paragraph, "claim for a veteran's pension" means a claim filed with the federal Veterans' Administration pursuant to 38 United States Code, Chapter 15. **Emergency Assistance** not to exceed \$500 to a veteran who suffers an emergency, such as the loss of that veteran's home to fire, flood or hurricane, that is not fully compensable by insurance; illness or the illness of an immediate family member; or a similar emergency. No more



than \$1,000 in emergency assistance may be provided to a veteran in any 12-month period. For the purposes of this paragraph, "veteran" has the same meaning as "eligible veteran" in section 504, subsection 4, paragraph A-1.

- **Military Discharge Retention Services:** The Bureau maintains records of Maine veterans who were discharged from service in the Armed Forces of the United States. Certified copies are provided to veterans as requested. There are approximately 466,000 such records are now on file in the main office dating back to World War II to the present. Records prior to World War II are available through the State Archives. The Bureau is in the process of scanning these documents into an electronic imaging format in order to preserve the quality of the records as well as provide a more efficient system for retrieval purposes.

**B. (2) Performance Criteria, timetables or other benchmarks used by the agency to measure its progress in achieving the goals and objectives:**

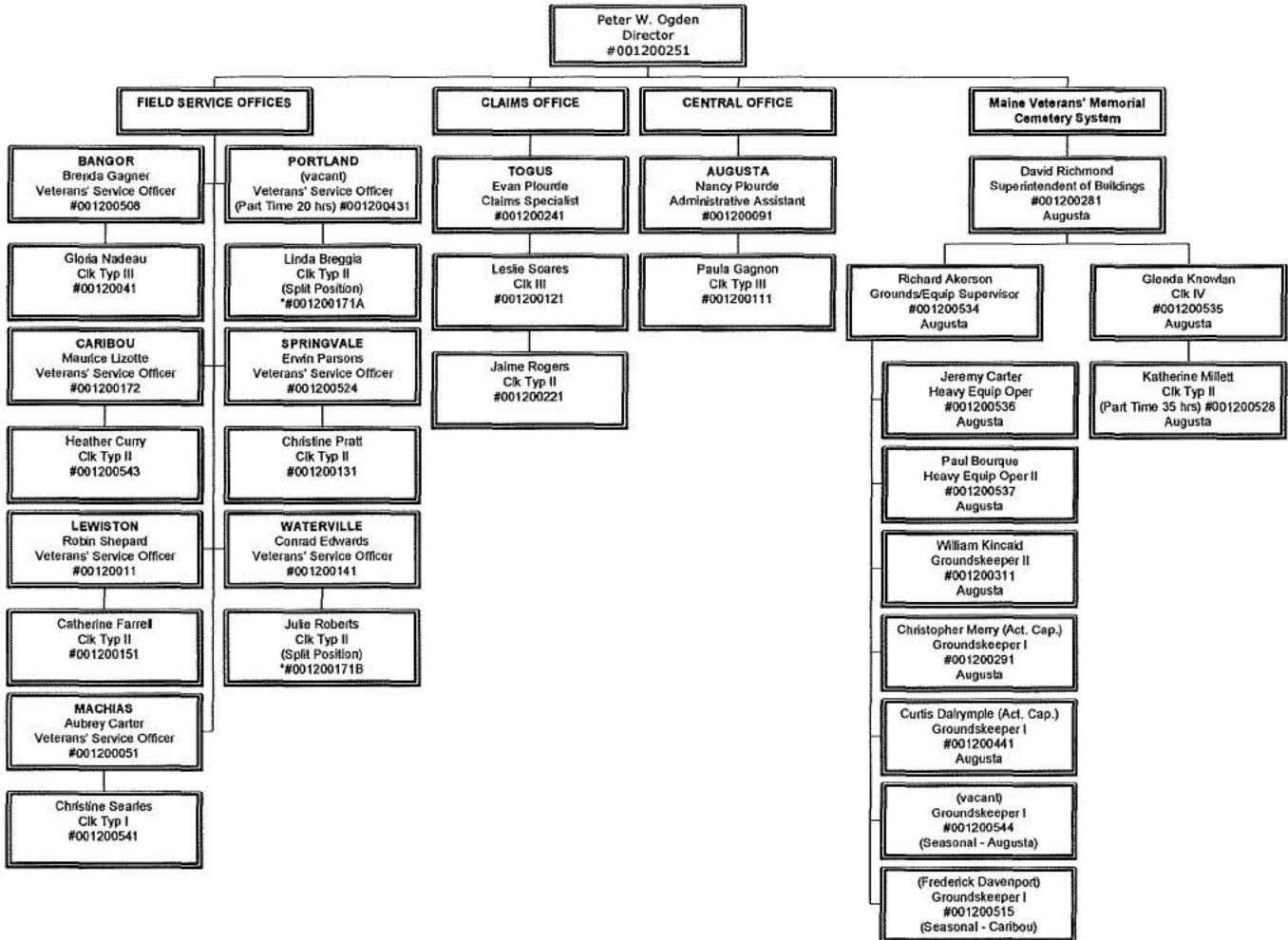
Strategy #	Performance Criteria and Measures Strategy
#1	The number of field service offices strategically located statewide is a measure of access and responsiveness to veterans' needs. In order to adequately service Maine's veteran population, the Bureau's current baseline of 7 field service offices equates to one office per every 20,000 veterans. The goal is to maintain 7.
#2	The % of field service offices that have 2 FTE is a measure of their ability to remain open while the field service officer conducts required itinerant office visits and house calls. The Bureau's current baseline is 71% with a goal of 100%. The Bureau is currently budgeted for 2 FTE in 5/7 of the field service offices.
#3	The # of awards made by the USDVA to Maine's veterans is a measure of effective claims representation by the Bureau's field service officers. The current baseline is 35.4 Million Dollars. The goal is to increase the recoveries to 40 Million.
#4	The % of Veterans Financial Assistance program dollars vs. the estimated requirement of \$200,000 per year is a measure of the adequacy of support to Maine veterans who are experiencing financial hardship. The current baseline is 100K/200K or 50% with a goal of 100%.
#5	The # of Maine cemeteries operating vs. the requirement of 3 (1 each in northern, central, and southern Maine) is a measure of the Bureau's ability to provide reasonable access to a veterans' memorial cemetery to all Maine veterans. Current baseline is 1 vs. a goal of 3.
#6	The % of burials completed within two working days is a measure of the Bureau's efficiency in operating its cemeteries. Current baseline is 421/601 or 70% with a goal of 80%.

**B. (3) Assessment by agency indicating extent to which it has met the goals and objectives, using the performance criteria.**

Strategy #	
#1	<p>The Bureau met this performance measure through FY03. However, the FY04 and FY05 budgets provide for a reduction of services in the Portland Field Office. Effective in FY04, the Veterans' Service Officer position was reduced from 40-hours per week to 20-hours per week; The FY05 budget calls for elimination of the funds for this position. Although the office will remain open, the level of services provided will be impacted. The Bureau has four field service offices located in Central and Southern Maine that serve a veteran population of approximately 112,000. These reductions will not only impact the Portland area veterans but all veterans living in the Central and Southern part of the state whereas the remaining three Veterans' Service Officers will need to focus time and services not only on the veterans in their own counties of jurisdiction but in addition their areas of responsibility will be increased to include assisting those formally served by the Portland Veterans' Service Officer.</p>
#2	<p>This performance measure has not been met. In FY03 the Bureau was budgeted for 2 FTE in 5/7 of the field service offices and the performance measure was to increase it to 2 FTE in 7/7. Budget reductions in FY04 and FY05 will decrease this performance measure to 2 FTE in 4/7 field service offices resulting in a baseline reduction from 71% to 57%.</p>
#3	<p>The baseline for FY03 of \$35 Million Dollars was met. It is anticipated that the original goal to increase the current baseline to \$40 Million for FY04 and FY05 will not be met due to personal services budget reductions.</p>
#4	<p>This measure was not met due to expiration of program funding at the end of FY03. Additional funds were not appropriated for ongoing continuance of the program due to the economic shortfalls in state government.</p>
#5	<p>This measure has been met with the opening of a cemetery in Caribou in FY03. Plans are in the works to open a cemetery in southern Maine at which time this will provide a reasonable access to a state cemetery for all of Maine's veterans.</p>
#6	<p>This measure was not met in FY03. The percentage of burial request met within two working days of the requested date was 67%. This was due mostly to lack of sufficient personnel to perform burials in a safe manner without causing a health and safety hazard.</p>

C. Organizational Chart

# BUREAU OF VETERANS' SERVICES ORGANIZATIONAL CHART AS OF 01 FEBRUARY 2004



FTE = 26; PTE = 2; SEASONAL = 2

Note: Position #001200171A & #0012001171B equals one position that is shared by the Portland and Waterville Field Service Offices.

**D. Compliance with federal and state health and safety laws, including the Americans with Disabilities Act, the federal Occupational Safety and Health Act, affirmative action requirements and workers' compensation:** The Bureau is compliance with these requirements.

**E. When applicable, the regulatory agenda and the summary of rules adopted:** N/A

**F. Identification of those areas where an agency has coordinated its efforts with other state and federal agencies in achieving program objectives and other areas in which an agency could establish cooperative arrangements, including, but not limited to, cooperative arrangements to coordinate services and eliminate redundant requirements:** N/A

**G. Identification of the constituencies served by the agency or program, noting any changes or projected changes:** The Bureau serves a veteran population of approximately 151,657 (this figure comes from VetPop 2001 as of 9/30/03). Projected totals provided by VetPop 2001 are as follows:

COUNTY, ST	09/30/03	09/30/04	09/30/05	09/30/06	09/30/07	09/30/08
ANDROSCOGGIN, ME	12,938	12,802	12,656	12,496	12,333	12,157
AROOSTOOK, ME	9,773	9,668	9,549	9,421	9,272	9,116
CUMBERLAND, ME	29,612	29,390	29,140	28,871	28,565	28,237
FRANKLIN, ME	3,430	3,400	3,363	3,323	3,278	3,230
HANCOCK, ME	6,107	6,048	5,979	5,903	5,823	5,738
KENNEBEC, ME	14,132	13,981	13,814	13,628	13,430	13,222
KNOX, ME	4,774	4,710	4,644	4,573	4,499	4,419
LINCOLN, ME	3,876	3,831	3,784	3,731	3,673	3,613
OXFORD, ME	6,661	6,582	6,493	6,399	6,299	6,193
PENOBSCOT, ME	17,740	17,566	17,373	17,158	16,935	16,695
PISCATAQUIS, ME	2,310	2,276	2,241	2,202	2,163	2,123
SAGadahoc, ME	4,550	4,506	4,459	4,411	4,359	4,303
SOMERSET, ME	6,173	6,125	6,070	6,006	5,941	5,862
WALDO, ME	4,101	4,076	4,047	4,014	3,975	3,933
WASHINGTON, ME	4,605	4,541	4,473	4,399	4,323	4,244
YORK, ME	20,876	20,709	20,510	20,290	20,047	19,793
Grand Total	151,657	150,213	148,593	146,824	144,916	142,878

**Note:** These totals do not take into account any major conflicts.

**H. Summary of efforts by an agency or program regarding the use of alternative delivery systems, including privatization, in meeting its goals and objectives.** Alternative means such as website posting of benefits "Program Information" has been utilized to assist those individuals seeking basic information and do not require advocacy services.

**I. Identification of emerging issues for the agency or program in the coming years;**

1. Development of a cemetery in southern Maine.
2. Maintaining current level of services, grounds maintenance and customer satisfaction within available resources.
3. Maintain access to veterans for delivery of services despite loss of one Veterans' Service Officer position.

**J. Any other information specifically requested by the committee of jurisdiction;** N/A

**K. A comparison of any related federal laws and regulations to the state laws governing the agency or program and the rules implemented by the agency or program.** The State of Maine law provides an advocacy program to Maine's veterans to assist them in obtaining federal VA benefits through the US Department of Veterans Affairs. Federal law requires the US Department of Veterans Affairs to adjudicate claims ensuring veterans receive due process under the law.