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



**MAINE GOVERNMENT EVALUATION ACT
REPORT**

FOR THE

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

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NOVEMBER 2011

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EXECUTIVE SUMMARY

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PURPOSE:

The Department of Defense, Veterans and Emergency Management (DVEM) is responsible for all military, veterans and emergency management related operations within the State of Maine. It is established to coordinate and improve the discharge of the State Government's responsibility relating to military, veterans and emergency preparedness through the authorization, planning and provisions of resources, administration, operation and audit of activities in these areas.

The Department consists of two primary entities the Federal Government and the State Government. We employ 877 full time federal employees and 188 fulltime State Employees in the Department, along with 200 current employees with the Maine Military Authority. Some of these full time employees also serve as members in either the Army or Air National Guard which have over 3,100 personnel between them. The Department has brought more than \$200 Million Federal dollars a year into the State of Maine over the past five years. See Appendix B-2.

The construct and interaction between the State and Federal entities provides significant opportunities and challenges in the attainment of organizational goals. Job security, low turnover rates, attractive pay and strong union-management relations represent a few of the benefits recognized by DVEM's employees. However, the major challenge facing our organization is the maintenance and financial support of our infrastructure.

The following issues represent the Department of Defense, Veterans and Emergency Management's most critical as we move forward.

FACILITIES:

Historically the DVEM has faced significant funding challenges in the area of repairs to state-owned infrastructure. The lack of State Capital funding to match federal construction dollars in order to construct critical new training facilities continues to adversely impact the Maine National Guard's ability to achieve Federal and State military readiness capabilities. Despite shifts at the federal level that have reduced the required level of state support the State of Maine has lost multiple opportunities to secure new Readiness Centers. The average General Fund allotment for maintenance and repairs over the last ten years is \$179,764.

Fortunately income from armory rentals contributes to the maintenance, repairs and operations expenses for our state-owned facilities. Since 2001, armory rentals have generated \$233,563, providing an average of \$38,927 available per year for maintenance, repair and utilities, after salary expenses are paid. The reality is that over the last twelve years, the Military Bureau has maintained its facilities at minimal levels even with the additional revenues provided by the sales and rentals of our facilities.

The current situation places us at a critical crossroads for effectively funding our remaining facilities. There are no remaining facilities to be sold without significant detriment to

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the readiness of the Guard. The loss of armory sales revenues will essentially drop our annual State maintenance and repair budget from \$ 491,691 to \$ 218,691. Essentially, the State will move from supporting the Military Bureau facilities at \$2.06 per square foot to supporting the facilities at .91 cents per square foot. At the same time, the federal government continues to provide support at an average rate of \$3.89 per square foot for our facilities. As a reference, the accepted industry standard is \$6.00 to \$8.00 per square foot.

UNFUNDED REQUIREMENTS:

Veterans Services struggles to maintain current level of services to veterans, grounds maintenance and customer satisfaction given available resources. Currently the Bureau does not have adequate staff to handle burial requests and maintain cemeteries to required national standards. Cemetery staff must increase in order to meet the rising demands of adding approximately 1,000 new graves annually. The Bureau does not have adequate staff at its central office to meet additional requirements of unfunded mandates including: managing the Veterans' Lifetime Park Passes; the addition of a fourth cemetery; the increased younger veteran population many of whom are disabled; and the existing aged vet population in rural areas.

The Bureau looks at emerging technologies as a way to increase the opportunity for veterans and/or their families to contact the Bureau to access benefits. However we lack adequate staff to manage current administrative requirements to incorporate contemporary features such as Facebook, Twitter or expanding our existing website.

FUNDING:

Potential funding shortfall for the Facility Operation and Maintenance Cooperative Agreement; Maine National Guard facility operation and maintenance cost is shared between the federal and state governments at 75/25 percent respectively. The State of Maine meets its share through payment of state employee salaries. Due to the salary freeze and the steady rise in utility and maintenance costs, the state share of the cooperative agreement may soon exceed its salary costs. Without sufficient State funding, the Maine National Guard will lose critical federal funds. For every dollar that the State removes from the State share in the 75/25 percent funding formula the National Guard loses three dollars from the federal share. Recommend the state develop a budget line to augment funding for the cooperative agreement.

PROLOG

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 re-designated 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 re-designated 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. The Maine Military Authority was established within the Executive department in 2001 and is managed by the Department of Defense, Veterans and Emergency Management.

During the 123rd Legislature in 2008 TITLE 3 M.R.S.A. §959 was amended to read that the joint standing committee of the Legislature having jurisdiction over criminal justice and public safety matters shall include the Maine Emergency Management Agency which is within the Department of Defense, Veterans and Emergency Management, hence they are not included in this report.

PROGRAMS:

The Department of Defense, Veterans and Emergency Management is established by 37-B, M.R.S.A. § 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”.

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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".

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

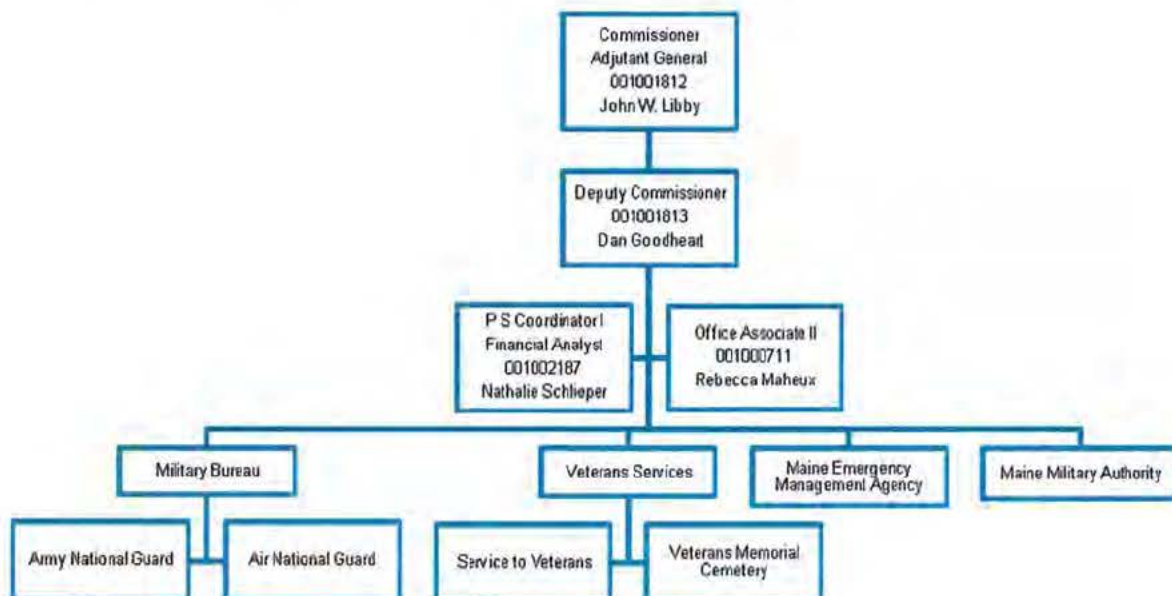
Program 210 Department of Defense, Veterans and Emergency Management

Program 213 Military Bureau

Program 214 Maine Emergency Management Agency (NOTE: Jurisdiction is assigned to oversight committee for criminal justice and public safety matters.)

Program 215 Bureau of Maine Veterans' Services

Program 620 Maine Military Authority



MILITARY BUREAU

MG JOHN W. LIBBY, COMMISSIONER/ADJUTANT GENERAL
DANIEL P. GOODHEART, 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: 1973

Telephone: (207) 430-6000

Reference: Policy Area: 06; *Umbrella:* 15; *Unit:* 213; *Citation:* 37-B M.R.S.A. §3

Average Count-All Positions: 126,000

Legislative Count: 126,000

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

The federal authority for the National Guard is in the Constitution of the United States, Article I, Section 8, Clause 12, which states:

To provide for organizing, arming, and disciplining, the Militia, and for governing such part of them as may be employed in the Service of the United States, reserving to the States respectively, the Appointment of the Officers, and the Authority of training the Militia according to the discipline prescribed by Congress;

Title 32 United States Code §101 et seq., describes the National Guard of the United States and its relationship with the States. Title 37-B M.R.S.A. §3, The Military Bureau has jurisdiction over and responsibility for the administration of the state military forces and the Maine Military Authority. See Title 37-B M.R.S.A. chapter 3 for statutory authority and requirements.

<http://www.mainelegislature.org/legis/statutes/37-B/title37-Bch3sec0.html>

B. A description of each program administered by the agency or independent agency, including the following for each program: Established priorities, including the goals and objectives in meeting each priority; Performance criteria, timetables or other benchmarks used by the agency to measure its progress in achieving the goals and objectives; and An assessment by the agency indicating the extent to which it has met the goals and objectives, using the performance criteria. When an agency has not met its goals and objectives, the agency shall identify the reasons for not meeting them and the corrective measures the agency has taken to meet the goals and objectives;

Military Bureau

The Military Bureau consists of the Administrative Services Division, the Maine Army National Guard and the Air National Guard hereafter called the National Guard. Our core missions are essentially:

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- 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.

The Military Bureau has effectively achieved mission success in both areas during the past ten years. We have met our primary objective which is to serve both the Governor and the President on an as needed basis. We have effectively done that and more and will continue to provide those services into the future.

The Administrative Services Division provides administrative support to the Commissioner and Deputy Commissioner, and provides Department-wide dissemination of 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.

The Maine Army National Guard has its Joint force Headquarters located in Augusta and is comprised in a Joint manner of both the Army Guard and Air Guard. It provides command and control, and administrative support and regulatory guidance to its subordinate units throughout the state. There are two major Army Guard commands and several smaller units subordinate to the Joint Force Headquarters. The major commands are the 52nd Troop Command located in Bangor and the 120th Regional Support Group in Augusta. The 52nd Troop Command commands our Aviation, Infantry, Military Police, Transportation, Logistics, Maintenance, Chemical, Biological, Radiological, Nuclear and High-yield Explosive capabilities. The second major command, 120th Regional Support Group, commands our Engineering, contracting, and public affairs capabilities. The further capabilities commanded by the Joint Force Headquarters are the fixed wing aviation, our Civil Support/Weapons of Mass Destruction team, a Medical capability, and our Regional Training Institute.

The Maine Air National Guard has three operational units. The 101st Air Refueling Wing is located in Bangor, and the 243rd Engineering Installation Squadron and 265th Combat Communications Squadron are both located in South Portland. The Federal mission of the 101st Air Refueling Wing is to employ air refueling, airlift, Aerospace Expeditionary forces, and Expeditionary Combat Support forces to ongoing military operations worldwide. The federal mission of the 243rd Engineering Installation Squadron is to provide worldwide engineering, installation and relocation of command, control, communications, computers and intelligence systems. The federal mission of the 265th Combat Communications Squadron is to deploy, operate, and maintain strategic dispersal of emergency communications anywhere in the world.

The National Guard is always prepared to provide logistical and support services to the community and State of Maine in the event of natural disasters, or as directed by the Governor. The priority of each of our operational units is to be prepared to provide trained units and qualified persons available for active duty in the armed forces in time of war or national emergency, while being able and ready to provide trained, organized and disciplined units and individuals to protect life, property, and preserve peace, order and public safety within the state.

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The National Guards priorities are to provide trained and ready Soldiers and Airmen in order to meet the requirements of both the Governor and our federal customer, the Department of Defense and, ultimately, the President. In order to meet this expectation our members train in their military specialty regularly, usually one weekend per month and two weeks per year, in order to provide relevant units that are expected to deploy worldwide. The DOD has established guidelines for our members to meet for job expectations, physical fitness, military education, and medical readiness.

Additionally, we are a resource for the Governor to call upon within the first few hours of a domestic incident. We provide an “Essential Ten” capability, which includes:

- Aviation/Airlift
- Command and Control
- Chemical, Biological, Radiological, Nuclear, and high-yield Explosives response
- Engineering
- Medical
- Communications
- Transportation
- Security
- Logistics
- Maintenance

Our goal is to maintain a mix of these capabilities available at all times should our services be requested. We use nationally developed readiness programs and reports that track pertinent features such as maintenance, training and actual personnel fill percentage to ensure our responsiveness is maintained.

The Military Bureau uses many tools to benchmark, audit, and assess its performance. In addition to being evaluated for internal performance and adherence to state and Federal law, we are compared to similar organizations nationally.

(a) The Army National Guard utilizes three primary tools to assess performance: Army Communities of Excellence (ACOE), Army Installation Status Report (ISR), and Manager’s Internal Controls. Federally funded training is provided for all these programs for a selection of our employees to implement within their duty scope. Copies of these reports can be provided upon request. Specifically, the Manager’s Internal Controls

program identifies goals and performance measures that have not been met. As part of the annual process to this report, we establish a corrective action plan with target dates to correct the problem and a process owner. We are also benchmarked against other States and Territories as a comparison of our performance in these areas. To ensure compliance, we are regularly audited by state and national agencies to ensure we maintain compliance.

(b) The U.S. Air Force conducts a variety of compliance and readiness inspections for the Air National Guard. The inspections are used to verify compliance with public law, executive orders, Department of Defense, Air Force and Air National Guard directives. The most recent compliance inspections by unit are:

(1) The 101st Air Refueling Wing received a compliance inspection in September, 2010 and received an overall grade of Satisfactory. The 243rd Engineering Installation Squadron received a compliance inspection in June 2008 and was given an overall grade of excellent. The 265th Combat Communications Squadron received an operation readiness inspection in August 2010 and was given an overall grade of Satisfactory.

(2) In addition to having our federal role inspected we plan to conduct Vigilant Guard exercises in 2012 and 2013. The Vigilant Guard exercise program is sponsored by US Northern Command (USNORTHCOM) in conjunction with the National Guard Bureau (NGB). The exercise will provide our State National Guard Headquarters and supporting units an opportunity to improve cooperation and operational relationships with their civilian, federal and military partners in preparation for domestic emergencies and catastrophic events.

STARBASE

We operate a Department of Defense STARBASE Academy. STARBASE is an educational program which responds to the needs of today's youth through hands-on activities focusing on science, math, technology, personal development, drug awareness and prevention. The core curriculum consists of 25 hours of study in the following topics: Physics, Chemistry, Technology, Engineering, Mathematics Operations and Applications, and Science, Technology, Engineering and Math.

The priority of STARBASE Maine is to provide innovative, educational outreach programs in unconventional settings that focus on science, math, technology, positive personal goal setting, substance abuse prevention, and teamwork skills to reinforce Maine Learning Results.

The objective of STARBASE Maine is to enhance the performance and success of students identified as educationally or economically "at risk."

The goal of the DoD STARBASE Program is to raise the interest and improve the knowledge and skills of at-risk youth in math, science, and technology by exposing them to the technological environment and positive role models found on military bases and installations.

The long-term goal of STARBASE Maine is to assist the next generation in becoming responsible, goal oriented, productive citizens who value lifelong learning and are better prepared for the future.

STATE PARTNERSHIP PROGRAM

The State Partnership Program is conducted to build a bilateral relationship between Maine and the country of Montenegro. This program is primarily funded by the National Guard Bureau (NGB) and the US European Command (USEUCOM).

The State Partnership Program is designed to support the US interests through support of aspiring countries development toward NATO accession. The program allows the Maine National Guard to share operational experience with the Montenegrin Military while also providing cultural awareness and leadership skills to our Soldiers and Airmen through the shared experiences provided by the program.

The State Partnership Program operations are dictated by a combination of the Montenegrin Military's Strategic Defense Review, the US Embassy Mission Plan, the US European Command Country Cooperation Plan and the NATO Membership Action Plan goals. The focus of engagement is developed to help Montenegro progress toward eventual NATO membership. Maine and Montenegro have been partnered for 4 years and have made significant progress in exposing the Montenegrin Military to the US military standards and procedures. Montenegro received an official Membership Action Plan for NATO accession in December of 2009 and will continue to proceed toward NATO membership over the next several years. There are significant reforms necessary to secure membership and much of this is outside of the Maine Guards control. Additionally, reductions in funding for support of the program have imposed some limitations on the progress toward this objective.

COUNTERDRUG PROGRAM

The Maine National Guard Counterdrug Program consists of the headquarters element, Drug Demand Reduction team (support to schools), Drug Supply Reduction team (support to Law Enforcement Agencies), Coalition Support team, Joint Substance Abuse Drug Testing Program and Prevention, Treatment & Outreach Program.

- Drug Demand Reduction (DDR). DDR teams with community initiatives to form a more coordinated and complementary effort to reduce substance abuse in Maine. Primary focus is presenting our Adventure Program to middle school students throughout Maine. Each year we conduct missions at approximately 30 schools to about 2,500 students.

- Drug Supply Reduction (Law Enforcement Support). Our Criminal Intelligence Analysts provide direct support to federal, state, and local law enforcement agencies with a drug nexus. Our analysts are geographically dispersed to 12 locations throughout Maine. They assist with investigative case support and intelligence analysis, and create graphs, charts, maps, and analysis of suspected individuals or organizations.
- Coalition Support. The Maine Counterdrug Program provides direct support to the Maine Office of Substance Abuse. This working relationship allows us to have a far greater reach in our support to coalitions. Furthermore, our emerging coalition initiative will build additional capacity by aligning select Counterdrug personnel with coalitions in their hometown communities.
- The Joint Substance Abuse Drug Testing Program manages the Army and Air National Guard testing programs to deter service members from using/abusing illicit/legal drugs.
- The Maine National Guard Prevention, Treatment & Outreach Program provides prevention activities, treatment referrals and case management for service members and their families and outreach to community based substance abuse prevention and treatment organizations.

Performance is measured internally by an annual self-certification and externally by an NGB Counterdrug evaluation team. The Maine National Guard Counterdrug Program is required by National Guard Bureau-Counterdrug (NGB-CD) to conduct an internal self-certification no later than 31 December of each year. The results of this internal audit are forwarded to NGB-CD, along with a remedial action plan to correct any identified deficiencies.

The NGB Counterdrug Program Evaluation (CPE) team performs objective evaluations of all 54 state Counterdrug programs and five National Guard school programs. The CPE team conducts an evaluation of each program a minimum of once every three years to ensure Counterdrug programs are in compliance with regulations, operating within fiscal law standards, while reporting trends, averages, and recurring issues. There are eight core functional areas evaluated by the CPE team: Personnel; Drug Demand Reduction; Operations; Logistics; Financial Management; Training; Ground Safety; and Substance Abuse. These eight functional areas comprise a total of 164 questions. In April 2011 the NGB-CD CPE team conducted its evaluation of the Maine National Guard Counterdrug Program. Maine received an overall CPE rating of 97%.

YELLOW RIBBON REINTEGRATION PROGRAM

By direction of the United States Congress the Secretary of Defense initiated the Yellow Ribbon Reintegration Program (YRRP) which provides information, services, referral, and proactive outreach programs to Soldiers of the Army Reserve and their Families through all phases of the deployment cycle.

Our mission is to facilitate access to services supporting their health and well-being through the four phases of the deployment cycle, pre-deployment, deployment, demobilization and post-deployment-reconstitution.

In order to support this mission the Maine Yellow Ribbon Reintegration Program has adopted a holistic outcome focused strategy that seeks to educate and empower members of the military community to develop skills and encourage behaviors that strengthen self-reliance, promote retention, and enhance readiness.

The goal of the Maine Yellow Ribbon Reintegration Program is to implement our mission by preparing Soldiers and Families for mobilization, sustaining Families during mobilization, and reintegrating Soldiers with their Families, communities, and employers upon demobilization or return from active duty.

C. Organizational structure, including a position count, a job classification and an organizational flow chart indicating lines of responsibility.

The Military Bureau has 3,124 National Guard members that attend four training periods one weekend each month for a total of forty-eight, and fifteen days of annual training each year. Of these, the Bureau employs 875 full time federal employees in either Active Guard and Reserve (AGR) or Federal Technician status. There are also an additional 126 fulltime State Employees in the Bureau some of which also serve in the National Guard.

See Appendix A, Organizational Flow Charts, Pages 1-14.

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 Maine National Guard ensures compliance with Occupational Safety and Health Administration (OSHA) standards through the publication of and adherence to Department of Defense Instructions (DODI) and Army Safety and Occupational Health Standards (ASOH). These directives implement parts of OSHA 29 Code of Federal Regulations (CFR), and include additional requirements not addressed by the OSHA standards. In addition, safety, fire prevention and occupational health requirements in equipment Safety Of Use Messages (SOUM) must be followed at all times.

We use the Environmental, Safety, and Occupational Health Organizational Inspection Checklist to assess management effectiveness and monitor compliance with federal, state, and local laws or regulations and conformance with Department of Defense, Army, Army National Guard or installation instructions, policies, or other requirements. This program is a three-tiered process with Tier 1 assessments being routine facility and workplace process reviews done at the shop supervisory level. Tier 2 assessments consist of an annual internal evaluation of all applicable OSHA requirements and compliance with instructions and policies and are conducted by installation level assessors with expertise in environmental, safety and occupational health (ESOH). Tier 3 assessments are conducted every 18-24 month basis by an external team with training and skill in the assessment of compliance with ASOH regulatory requirements. Mandatory recording of injuries and illnesses meeting OSHA reporting requirements is a function of the Safety office. Documentation of recordable injuries and illnesses is maintained on the OSHA Form 300 Log of Work-Related Injuries and Illnesses and is retained for five years.

Due to the 75/25 percent facility funding model that our Readiness Centers (Armories) conform to, we do not meet all safety, health, and ADA laws. Our inability to provide the State share of funding diminishes our ability to fully comply with ADA, building codes, and air quality, as relates to asbestos and the potential existence of molds or lead in many instances. However, all new construction, including refurbishment and reconstruction, fully comply with these pertinent laws.

The Department provides new State employees training for all hires within thirty days of employment, and schedules Transition to Leadership training for supervisors on an as needed basis. The hiring process follows state and federal guidelines to ensure compliance with statutory requirements for hiring, evaluating and any disciplinary processes. Compliance with The Nation Labor Standards Act is explicit, and Workers' Compensation Laws and Equal Employment Opportunity are components of mandatory supervisor training and specifically evaluated in supervisor performance appraisals.

E. Financial summary, including sources of funding by program and the amounts allocated or appropriated and expended over the past 10 years.

See Appendix B, Financial Reports, Pages 1-2.

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

N/A

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.

The Military Bureau has regular and consistent interagency coordination efforts with both

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state and Federal Agencies. Among them are:

1. Counter Drug Task Force coordinates with the federal Drug Enforcement Administration, the Department of Public Safety through engagement with the Maine Drug Enforcement Agency, the Maine Department of Education through engagement with the local schools, and local law enforcement agencies.
2. STARBASE coordinates with the Maine Department of Education through engagement with the local schools.
3. Our 11th Civil Support Team (CST) coordinates with the Federal Emergency Management Agency, the Secret Service, and the Maine State Police.
4. Our Department of Military Support (DOMS) regularly coordinates with the Federal Bureau of Investigation, Secret Service, Maine State police and local towns and cities (innovative readiness training).
5. The 101st Air Refueling Wing operates on a civilian public airport, Bangor International Airport. We have for many years established an Airport Joint Use Agreement. We are currently in the process of updating the agreement.
6. The Chaplains of the Maine National Guard are available to provide spiritual support and pastoral counseling for service members and their families. We are fortunate to have a full time Chaplain available to provide these services. Our Chaplains will contact any agency needed to assist our members, but specifically have interacted with the federal Department of Veterans Affairs, hospitals, and several county sheriff and local law enforcement agencies.
7. The Sexual Assault Response Coordinator aids victims of Sexual Assault by providing primary prevention programs with the goal of eliminating sexual assault, Encouraging victims to report all incidents of sexual assault, ensuring victims are properly treated, ensuring medical and psychological needs are properly met, considering all issues related to the incident, providing community referrals to victims of domestic or intimate partner violence.
8. The Joint Substance Abuse Program provides prevention training, outreach to military families and treatment resources to military members in an effort to increase military discipline, individual performance and combat readiness. They coordinate with the Substance Abuse and Mental Health Services Administration, Maine Office of Substance Abuse, and Maine Alliance to Prevent Substance Abuse.
9. Employer Support of the Guard and Reserve is a Department of Defense organization. It is a staff group within the Office of the Assistant Secretary of Defense for Reserve Affairs, which is in itself a part of the Office of the Secretary of Defense. They coordinate with the Maine State Department of Labor.
10. The Military Bureau provides facility maintenance, construction, and environmental services through the Directorate for Facilities and Engineering (Army) and the Civil Engineering

Shop (Air). These organizations have regular and significant contact with federal, state, and local governmental agencies, as well as private entities that support The Military Bureau operation by providing goods and services, to include architectural and engineering efforts. Cooperative Agreements are utilized between the National Guard Bureau and the State of Maine to provide federal to the State Military Bureau to manage projects and operations, and reduce the need for duplication of effort by funding Agencies include:

a. Federal: Office of the Secretary of Defense, Departments of the Army and Air force, The National Guard Bureau, The US Army Corps of Engineers, The Department of Energy, The Environmental Protection Agency, U.S. Fish and Wildlife.

b. State: The Governor's Office, The State of Maine Bureaus of General Services, Human Resources, Labor Standards, State Fire Marshalls Office, State Board of Professional Licensing, Division of Health Engineering, The Department of Environmental Protection, The Department of Conservation, State Planning Office, Maine State Police.

c. Local and County: Land Use Regulatory Commission, County Conservation and Soils, County Registry of Deeds, local municipal government officials.

11. The Maine Military Community Services coordinates with local school districts, various veterans' affairs groups, the Maine Department of Education, the University of Maine system and many other private state colleges, and the Substance Abuse and Mental Health Services Administration.

a. Deployment Cycle Support (DCS) is a comprehensive process that ensures Soldiers and their families are better prepared and sustained throughout the deployment cycle. It provides a means to identify Soldiers and families who may need assistance with the challenges inherent to extended deployments. The goal of the DCS process is to facilitate Soldier and family well-being throughout the deployment cycle. All Soldiers deployed away from home station for 90 days or more will complete the DCS process. Services for families are integrated in every stage of the process, and they are highly encouraged to take advantage of the resources provided.

b. Family Programs Division provides reliable, relevant and timely information, resources, and training that will support our current military families, without regard to branch of service or status.

c. The 2008 National Defense Authorization Act enacted the *Yellow Ribbon Reintegration Program* for all Guard and Reserve units. The program coordinates with several federal agencies including the Veteran's Administration, Vet Centers, TRICARE, and the American Red Cross. State and local coordination efforts are with the University Of Maine, Military Family Assistance Centers, the Department of Labor and the Small Business Association.

d. The Family Readiness Group (FRG) division is a professional volunteer organization. Every National Guard unit, battalion or headquarters has a FRG, which is a commanders program. The folks that make up the FRG group want to help families meet the challenges of military life by working with the unit and the State Family Programs Office.

e. The Maine National Guard Youth Program provides fun, safe, educational activities to school aged children of the National Guard at LOW or NO COST to the families.

f. Military Family Life Consultants are available to help service members, spouses, family members, children and staff address deployment/reintegration issues, Marriage and relationship issues, parenting/sibling & family issues, communication challenges and stress and anxiety, depression, grief and loss, and daily life issues.

g. Transition Assistance Advisors (formerly State Benefits Advisors) assist all service members with access to care and enrollment at Veterans Administration (VA) healthcare facilities near their home of record. They offer help with employment issues, various state and federal veteran's benefits and military healthcare benefits. They also assist service members and their families in applying for other VA entitlements and benefits such as compensation and pension for disabilities, insurance, loan guarantee, vocational rehabilitation/employment and educational benefits. Additionally, they work with other Joint Forces Headquarters staff members and Directors of State Family Programs to build a state coalition of support with VA and community organizations for Guard members and their families to access in their community.

h. The Maine Military Community Network is a collaborative effort by Maine organizations, volunteers, and others, to raise awareness about the challenges service members, veterans, and their families face. Across the state, Mainers are working together to help connect service and family members to resources in their communities. Together we can help ensure military service or family member will find the assistance they need.

i. Military One Source Support includes personalized consultations on issues such as deployment, relocation, parenting, education, special needs, and finances, as well as customized research describing community resources and appropriate military referrals in the local community.

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

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.

Our Readiness Centers and local training areas offer many opportunities for private and public groups to gather for activities such as voting, town meetings, charitable events, local sporting practices and events, and “for profit” sales and fairs. The Armory Rental Program is the priority provider of off-site facilities for all State agencies, as directed The State of Maine.

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

The Maine National Guard is established pursuant to the Constitution of the United States, and Title 37-B of the Maine Revised Statutes Annotated. We cannot privatize.

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

Facilities:

The State of Maine Military Bureau has faced significant funding challenges in the area of repairs to state-owned infrastructure, and the lack of State Capital funding to match federal construction dollars in order to construct critical new training facilities. Despite shifts at the federal level that has reduced the required level of state support; the State of Maine has lost opportunities to secure new Readiness Centers. Facilities that have been constructed in the past ten years have been constructed using 100% federal funds, with the exception of the Skowhegan Armory in 2005, which was destroyed by fire and replaced utilizing Risk Management Insurance to secure the state 25% share.

The Department’s state-owned facilities are primarily comprised of the State Joint Force Headquarters at Camp Keyes, and the State Readiness Centers (Armories) located across the state from Sanford to Ft Kent. The average age of these facilities is 53 years, as compared to the industry recommended life cycle of 35 years. Approximately fifteen years ago, state budget cuts resulted in the elimination of custodians at each of our State Armories. Our buildings have steadily deteriorated since.

In 1998, the Legislature authorized the sale of excess armories with the revenues to be applied towards the sixteen million dollar backlog of maintenance and repair. As of 2010, DVEM has sold 10 armories, generating \$3,274,101 dollars towards the maintenance and repair of the remaining facilities; an average of \$ 273,000 available per year. Currently, our state-supported facilities are insured at \$126 million dollars. The average General Fund allotment for maintenance and repairs over the same period is \$ 179,764. In addition, the Legislature provided for DVEM to rent armories and utilize those revenues for maintenance, repairs and operations

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expenses for our state-owned facilities. Since 2001, armory rentals have generated \$ 233,563, providing an average of \$ 38,927 available per year for maintenance, repair and utilities, after salaries expenses are paid. The reality is that over the last twelve years, the Military Bureau has maintained its facilities at the minimal level, due in large part, to the additional revenues provided by the sales and rentals of our facilities.

State FY	General Fund Repairs & Supplies 010	Armory Rental 014	Armory Sales 014	Loring Proceeds 014	Total Expended Per Year
2008	40,670	52,856	32,569	253,580	\$ 379,675
2009	128,637	27,491	144,160	92,599	\$ 392,887
2010	152,333	38,838	211,042	19,883	\$ 422,096
2011	100,294	52,915	21,480	42,514	\$ 217,203
2012 (Est.)	156,126	39,222	0	0	\$ 195,347
2013 (Est.)	176,382	36,831	0	0	\$ 213,213

State FY	Total State Requirement *	Total Expended	Variance
2008	1,906,554	\$ 379,675	\$ (1,526,879)
2009	1,963,751	\$ 392,887	\$ (1,570,864)
2010	2,022,663	\$ 422,096	\$ (1,600,567)
2011	2,083,343	\$ 217,203	\$ (1,866,140)
2012 (Est.)	2,145,843	\$ 195,347	\$ (1,950,496)
2013 (Est.)	2,210,219	\$ 213,213	\$ (1,997,005)

* Total State Supported Square Footage is 317,759; Total State Requirement based upon 317,759 SF x \$6.00 (National Industry Standard) See Appendix B, Financial Reports, Page 3.

The current situation places us at a critical crossroads for effectively funding our remaining facilities. There are no remaining facilities to be sold, without significant detriment to the readiness of the Guard. The loss of armory sales revenues will essentially drop our annual State maintenance and repair budget from \$ 491,691 to \$ 218,691. Essentially, the State will move from supporting the Military Bureau facilities at \$2.06 per square foot to supporting the facilities at 91 cents per square foot. At the same time, the federal government continues to provide support at an average rate of \$3.89 per square foot for our facilities. As a reference, the accepted industry standard is \$6.00 to \$8.00 per square foot.

- **Issue:** State owned Military Bureau facilities have no State funded custodians and very limited custodial contract cleaning. **Impact:** (1) Facilities degrade which reduces the useful life expectancy of flooring and fixtures, and electronic equipment is damaged by dust and other airborne particulate. (2) Full-time professional employees are required to clean facilities, to include scrubbing toilets

and showers, with loss of time that should be devoted to soldier and family readiness.

- **Issue:** Lack of State share for major and minor construction and repairs. The Military Bureau is not appropriated general fund dollars for major repairs to facilities or supporting structures (paving, storage, fences, utility repairs and upgrades.) The Bureau of General Services collects project submissions, but the Military Bureau is not given an opportunity to defend for funding. **Impacts:** The National Guard Bureau funds projects based on the ability or inability for the State to provide matching funds. Because of a lack of State share, priority projects that would support soldier and family readiness are rarely completed. Sales of armories and occasional specified bond monies have been the only resource for State share since 2005.
- **Issue:** Employee and public health (OSHA/Industrial Hygiene): The Military Bureau has a large inventory of aging facilities with the average age currently at 53 years. Many facilities have environmental issues such as mold, asbestos, and lead. There is currently no source of State funding to mitigate these conditions. **Impacts:** Essentially every minor repair or alteration encounters one or more of these environmental conditions. Leaking roofs and foundations has caused occupants to be displaced and relocated, in some cases areas have been secured and deemed uninhabitable.
- **Issue:** Preventative Maintenance: Lack of State funding for preventative maintenance of systems (HVAC, Roofs, masonry etc) has resulted in costly repairs and failures before life expectancy. **Impacts:** Repairs and replacement of systems and components before capital investments are scheduled.

As for new construction, while other States are constructing new, state of the art Readiness Centers, Maine is spending its funding to revive facilities that are beyond their useful lifecycle. Since 1993, the federal government has invested over \$ 68 million dollars in new construction; the State of Maine has provided \$ 2,911,150 as matching share. The MEARNG priority for new facilities is Readiness Centers (Armories), but each new Readiness Center requires a 25% State (approximately \$ 5-8 million) match. Historically, the State has not appropriated these funds, and the federal construction dollars have been allocated towards facilities that do not require a State match, but are lower on the organization's priority list. The Guard is people first and foremost, and to train and prepare our soldiers for combat and state emergencies, the state must provide an increased level of funding for both maintenance and repair, and Military Construction.

Mission:

The anticipation of reduced DOD resources makes retaining our current missions our most important emerging issue. At the same time the Maine Air National Guard is focused towards obtaining an Active Duty Associate unit at the 101st Air Refueling Wing. This is a situation where we retain principal responsibility and we share equipment with one or more Regular Air Force units. We also desire to have a new tanker (KC-46A) based in Bangor,

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establish a KC-135 simulator in Bangor and increase the number of KC-135 tankers assigned to Maine from ten to twelve. Another current issue is the challenge we face with a significant 24/7 enroute support commitment to Department of Defense aircraft without permanent funding/staffing.

Recruiting/Retention:

An emerging challenge is retention, and in turn recruiting. Over one-third of our current Maine Air National Guard members are retirement eligible. The ability to provide benefits offered under the Maine National Guard Education Assistance Program as established in Title 37B M.R.S.A. Sections 351-358 is critical as we face an unprecedented recruitment effort. Funding this program is exceptionally important.

Funding:

Potential funding shortfall for the Facility Operation and Maintenance Cooperative Agreement; Maine Air National Guard facility operation and maintenance cost is shared between the state and federal governments at 25/75 percent respectively. The State of Maine meets its share through payment of state employee salaries. Due to the salary freeze and the steady rise in utility and maintenance costs, the state share of the cooperative agreement may soon exceed its salary costs. Without sufficient State funding, the Maine ANG will lose critical federal funds. Recommend the state develop a budget line to augment funding for the cooperative agreement.

Unfunded Requirements:

Veterans Services struggles to maintain current level of services to veterans, grounds maintenance and customer satisfaction given available resources. Currently the Bureau does not have adequate staff to handle burial requests and maintain cemeteries to required national standards. Cemetery staff must increase in order to meet the rising demands of adding approximately 1,000 new graves annually. The Bureau does not have adequate staff at its central office to meet additional requirements of unfunded mandates including: managing the Veterans' Lifetime Park Passes; the addition of a fourth cemetery; the increased younger veteran population many of whom are disabled; and the existing aged vet population in rural areas.

The Bureau looks at emerging technologies as a way to increase the opportunity for veterans and/or their families to contact the Bureau to access benefits. However we lack adequate staff to manage current administrative requirements to incorporate contemporary features such as Facebook, Twitter or expanding our existing website.

K. Any other information specifically requested by the committee of jurisdiction.

None requested.

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.

N/A

M. Agency policies for collecting, managing and using personal information over the Internet and non-electronically, information on the agency's implementation of information technologies and an evaluation of the agency's adherence to the fair information practice principles of notice, choice, access, integrity and enforcement.

The National Guard complies with all Department of Defense, Army National Guard, Air Force and Air National Guard instructions concerning Personally Identifiable Information (PII) and Privacy Act (PA) Information. Local instructions have been created to further define the proper methods of using PII and PA. This includes the following areas Vital Records Program, Records Management Program, User Responsibilities and Guidance for Information Systems, and Electronic Records Management Program.

N. A list of reports, applications and other similar paperwork required to be filed with the agency by the public.

N/A

BUREAU OF MAINE VETERANS' SERVICES

PETER OGDEN, DIRECTOR VETERAN SERVICES

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

Average Count—All Positions: 31.50

Legislative Count: 31.50

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). See Title 37-B M.R.S.A. chapter 7 for statutory authority and requirements.

<http://www.mainelegislature.org/legis/statutes/37-B/title37-Bch7sec0.html>

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

B. A description of each program administered by the agency or independent agency, including the following for each program: Established priorities, including the goals and objectives in meeting each priority; Performance criteria, timetables or other benchmarks used by the agency to measure its progress in achieving the goals and objectives; and An assessment by the agency indicating the extent to which it has met the goals and objectives, using the performance criteria. When an agency has not met its goals and objectives, the agency shall identify the reasons for not meeting them and the corrective measures the agency has taken to meet the goals and objectives.

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 state and federal 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 150,000 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 four 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; and Southern Maine Veterans' Memorial Cemetery, 83 Stanley Road, Springvale. 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 opened in May 2001; the Caribou Cemetery was opened in June 2003; and Springvale was opened in October 2010.

The four cemeteries are designed as contemporary memorial parks. All grave markers are either the flat-type granite or 42 inch upright white marble grave markers as furnished by the United States Department of Veterans Affairs, National Cemetery Administration. 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 disabilities.

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).

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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 a certificate program or an associate's, bachelors and master's degree program. Room and board may not be waived. Spouses are entitled to receive up to 120 credit hours of educational benefits and have 10 years from the date of first entrance to complete the program.

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 associates, and bachelors 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. Students must maintain at least a 2.0 or "C" grade point average to continue receiving educational benefits. If a student's grade point average falls below 2.0 or a "C", then the student has one semester to bring the grade point average up to at least 2.0 or a "C". If after that semester the student's grade point average is below a 2.0 or "C" the student loses educational benefits under this paragraph until the student achieves a grade point average of at least 2.0 or a "C".

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 was funded at \$50,000 a year from 2004 through 2009 by an addition to our budget by the Governor. Since 2009 there has not been any funds allocated for financial assistance. 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 over 550,000 such records now on file in

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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 has scanned all documents on file from World War II forward and continues to scan all new discharges that come into our office.

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 21,500 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 85% with a goal of 100%. The Bureau is currently budgeted for 2 FTE in 6/7 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 40 Million Dollars. The goal is to increase the recoveries to 45 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 \$0.00 with a goal of \$50,000.00.
#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.
#6	The % of burials completed within two working days is a measure of the Bureau's efficiency in operating its cemeteries. Current baseline is 60% with a goal of 95%.

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Assessment by agency indicating extent to which it has met the goals and objectives, using the performance criteria.

Strategy	Performance Assessment
#1	The Bureau met this performance measure during the last six of ten years in name only. The Portland Field Office was effectively closed when the VSO position was cut from the personnel services budget in FY 2004. Although the office remained open, the level of services provided was minimal. We did not receive the position back until FY2010 and are just beginning to see a reasonable level of service being provided. This is still a one person office as there is no administrative support for the VSO.
#2	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. While we have made progress by increasing the staffing to 2 FTE in 6/7 Field Offices we still have not met the goal. The Veterans' Service Officer without administrative support is only about 50% efficient.
#3	The baseline of \$40 Million Dollars was met. It is anticipated that the original goal to increase the current baseline to \$45 Million for FY12 and FY13 will not be met due to lack of additional personal to handle influx of new veterans and aging veterans seeking compensation and healthcare from the VA.
#4	This measure was not met due to expiration of program funding at the end of FY03. While there was \$50,000.00 a year provided to supplement the program it was eliminated in 2009. Additional funds were not appropriated for ongoing continuance of the program due to the economic shortfalls in state government.
#5	This measure has been met with the opening of a Southern Maine Veterans Cemetery in Springvale in FY11. While the cemetery has opened we do not have adequate staff to operate the cemetery as designed.
#6	This measure has not been met. The percentage of burial requests met within two working days of the requested date was 60%. This was due mostly to lack of sufficient personnel to perform burials in a safe manner without causing a health and safety hazard.

C. Organizational structure, including a position count, a job classification and an organizational flow chart indicating lines of responsibility.

Veterans Services employs 31.5 fulltime State Employees.

See Appendix A, Organizational Flow Charts, Pages 15-16.

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:

Veterans Services provides new State employees training for all hires within thirty days of employment, and schedules Transition to Leadership training for supervisors on an as needed basis. The hiring process follows state and federal guidelines to ensure compliance with statutory requirements for hiring, evaluating and any disciplinary processes. Compliance with The Nation Labor Standards Act is explicit, and Workers' Compensation Laws and Equal Employment Opportunity are components of mandatory supervisor training and specifically evaluated in supervisor performance appraisals.

E. Financial summary, including sources of funding by program and the amounts allocated or appropriated and expended over the past 10 years.

See Appendix B, Financial Reports, Page 4.

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

N/A

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:

Department of Veterans Affairs State Cemetery Grants Program: The Bureau has been able to receive a grant for headstone realignment amounting to \$440,000. This will realign about 1/3 of the headstones at the Civic Center Drive Cemetery. We currently have about 17,000 headstones there that need realignment about once every five years.

Department of Veterans Affairs (DVA) /Vet Centers: The Bureau currently has two field offices co-located in a Vet Center (Lewiston and Springvale) with the Portland Field Office moving to the Portland Vet Center in about a month. The Bangor Field Office is co-located with the VA's Bangor Community Based Outpatient Clinic (CBOC). The Bureau receives no funding for office space and must try to find partners that are willing to share their space and pay for the office space cost.

Maine Department of Health and Human Services (DHHS): The Bureau is coordinating with DHHS to establish a process that when veterans apply for welfare benefits they can be referred to the Bureau to apply for any federal benefits they may have earned due to their military service. There are four issues to overcome: the first is HIPAA; the second is ability to identify eligible veterans/dependents that are in hospitals and nursing homes; and the third is that the MaineCare income threshold level may need to be adjusted to allow federal money to be used

with out the veteran/dependent being kicked out of the system as their income is now above the threshold; and fourth is we do not have the personnel to do the outreach.

(1) The Health Insurance Portability and Accountability Act of 1996 (HIPAA) requires protection of certain information which include the contact information, i.e. name, address, and telephone number. The contact information is the stumbling block if we do not know who they are we can not assist them. Other states have overcome this issue by having a person in DHHS make the initial contact and then refer them to Veterans' Services.

(2) We have many veterans and eligible dependents that are in hospitals and nursing homes that may be able to access federal benefits to help cover their cost of care but are not informed of their veterans' benefits. Many hospitals refer veterans directly to their (owned by the hospital) rehab and nursing homes. These veterans if referred to the Maine Veterans Homes could receive up to a \$95.00 a day stipend to help cover the cost of care in the Maine Veterans Homes (MVH). This stipend is only available if the veteran is a resident/patient of the MVH. While Maine Veterans Homes is a tremendous benefit to the veteran and the State they can only accommodate 640 veterans/eligible dependents at a time.

(3) The State of Maine sets the income threshold for its MaineCare program. The income level for MaineCare should be adjusted to allow individuals that can receive federal money to help cover the cost of their care not be punished and kicked out of the system as their income is now above the threshold.

(4) We do not believe that we can handle the additional work load that would be generated by identification of these individuals. We believe that the best way to resolve this problem would be to hire a contract person(s) similar to the traveling VSO that was approved as a one year pilot in 2009. This would not increase the State's headcount or long-term costs and would allow flexibility to travel and meet with veterans and families outside of normal work hours. Ideally we would have two contract personnel to cover the state to focus on VA medical enrollment and accessing federal benefits such as aide and attendance. The contract should be for at least two years to see any real measure/benefit as it takes between 3 -9 months for a veteran/dependent to receive the benefit after filing the appropriate paperwork with the VA.

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

The Bureau serves a veteran population of approximately 150,000. The figures shown below come from VA demographics program VetPop 2007 as of 9/30/11). These figures do not account for the 20,000 military retirees and currently serving Guard and Reserve personnel in Maine. The VA projects that 3,800 veterans will die per year in Maine for the next 10 years. As you can see from the figures below our total losses are about 2,000 per year because we gain about 1,800 new veterans a year in Maine.

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COUNTY	09/30/12	09/30/13	09/30/14	09/30/15	09/30/16	09/30/17
ANDROSCOGGIN, ME	10,575	10,374	10,178	9,961	9,752	9,556
AROOSTOOK, ME	7,795	7,603	7,406	7,203	6,969	6,747
CUMBERLAND, ME	23,599	23,224	22,817	22,453	22,090	21,706
FRANKLIN, ME	3,065	3,015	2,968	2,919	2,868	2,823
HANCOCK, ME	5,791	5,683	5,579	5,486	5,393	5,303
KENNEBEC, ME	12,771	12,526	12,284	12,051	11,817	11,589
KNOX, ME	4,769	4,732	4,687	4,623	4,546	4,479
LINCOLN, ME	4,326	4,268	4,205	4,134	4,084	4,039
OXFORD, ME	5,917	5,814	5,716	5,629	5,536	5,431
PENOBSCOT, ME	13,845	13,567	13,275	13,001	12,732	12,441
PISCATAQUIS, ME	2,191	2,131	2,076	2,030	1,980	1,925
SAGadahoc, ME	4,785	4,703	4,619	4,503	4,387	4,293
SOMERSET, ME	5,488	5,414	5,339	5,234	5,117	4,989
WALDO, ME	3,868	3,787	3,712	3,645	3,573	3,497
WASHINGTON, ME	3,866	3,769	3,687	3,593	3,501	3,413
YORK, ME	21,497	21,198	20,908	20,628	20,382	20,152
Grand Total	134,146	131,809	129,457	127,091	124,728	122,382

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

Maine Veterans Services: 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. The Bureau received one year money for a pilot program to contract for a traveling Veterans Service Officer in FY 2009. The results were encouraging but funding could not be supported in the out years.

Maine Veterans Memorial Cemetery System: The Bureau is constructing Columbarium Niche Walls with own resources as niche walls are the most reasonable cost to the veteran/family and the State of Maine. The long-term maintenance cost for niche walls is less than 5% of the cost to maintain an in-ground plot with a headstone. The Bureau contracts for mowing and trimming services for the two Augusta Cemeteries as it would take 5 state employees 40 hours a week to maintain the grass and trim headstones weekly. The Bureau is allowing up-right headstones to be installed as they require less realignment/maintenance than the flat granite headstones.

J. Identification of emerging issues for the agency or program in the coming years:

Trying to maintain current level of services, grounds maintenance and customer satisfaction within available resources. Currently we do not have adequate staff to handle burial requests and maintain cemeteries to required national standards. Cemetery staff must increase as we to keep up with requirements as we add about a 1,000 new graves to maintain in the system every year.

Outreach to elderly veterans in rural areas: Over 65% of Maine veterans are over age 65 and most live in rural areas. Many are on fixed incomes and traveling to VA healthcare is a challenge especially during the winter months.

Aging Bureau work force: We expect about a 75% turnover of employees in the next 10 years.

Increased younger veteran population that is disabled: the Bureau's staffing is not adequate to meet the challenge of the increasing numbers of younger veterans returning to Maine with long-term healthcare issues.

The Bureau does not have adequate staff at its central office to meet additional requirements of unfunded mandates such as the Veterans' Lifetime Park Pass.

Emerging technologies: The Bureau looks at emerging technologies as a way to increase the opportunity for veterans and/or their families to contact the Bureau to access benefits. We have not added Face book, Twitter or increased information on our website as we do not have adequate staff to meet the mail now.

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.

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.

Eligibility for Burial in Veterans Cemetery:

(a) VA's definition of "persons eligible for burial" is more broad than the State's (including allowance for Veterans of Allied armed forces in certain instances, ROTC cadets, NOAA commissioned officers, Public Health Service, Parents of Veterans killed in action or training, "others" as defined by the secretary of the VA). But it is also more restrictive for certain time periods (after 1980 an enlisted service member that received an honorable discharge but did not complete their term of enlistment or 2 years-would not be eligible; but the same case occurring in 1979 would be eligible.) With the State's statute, that Veteran would be eligible regardless of the year or period of service.

(b) The eligibility criteria for eligible dependents are different: The state is under age 18, the VA is under age 21, with provisions for up to age 23 if dependent is enrolled in secondary education.

(c) State and VA rules for allowing burial of a Veteran with a dishonorable discharge and an honorable discharge are similar but the VA may require adjudication from a claims center; the

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State allows the burial based on the fact that the Veteran was an honorably discharged Veteran, notwithstanding a subsequent or prior dishonorable.

(d) The VA specifies which Veterans are not eligible for burial, such as Veterans convicted of a capital crime and sentenced to life without parole or death; the State, as a matter of procedure follows these guidelines-but it is not in State statute.

(e) Floral Regulations: Substantially the same but VA rules vary from cemetery to cemetery.

- Potted plants allowed at Easter or Memorial Day (VA), allowed at Memorial Day (State)
- Dates differ slightly on seasonal artificial baskets, wreaths.
- Grave flags not consistently allowed (VA), allowed on Memorial Day (State)

M. Agency policies for collecting, managing and using personal information over the internet and nonelectronically, information on the agency's implementation of information technologies and an evaluation of the agency's adherence to the fair information practice principles of notice, choice, access and enforcement.

The Bureau follows all state regulations and policies.

N. A list of Reports, applications and other similar paperwork, required to be filed with the agency by the public.

The Bureau has several applications that are submitted as veterans and or families are applying for State benefits. The applications are listed below and are completed and filed as necessary to obtain benefits:

Application	Authority	Date Adopted	Frequency	Number Filed/Projected
Veteran Dependent Education Benefit	37-B, §505, 2	N/A	One per eligible dependent	
Burial in Veterans Cemetery	37-B, §8	N/A	One time	
Financial Assistance	37-B, §505, 1-A	N/A	As needed	0/0
Honorable Service Certificate	37-B, §510		One time	1000/1500
Honorable Service Medal	37-B, §510		One time	1000/1200
Release of Military Discharge	37-B, §509		As needed	3000/4000
Veterans Lifetime Park Pass	37-B, §8 & 12, §1819-A	2009	One time or as replaced	
Gold Star License Plate	29-A, §524-B	2011	One time	

The Bureau scans and stores on State Server all applications that are required to be maintain more than three years.

MAINE MILITARY AUTHORITY

MG JOHN W. LIBBY, COMMISSIONER/ADJUTANT GENERAL
HUGH T. CORBETT, EXECUTIVE DIRECTOR

Central Office: 8 MULLIKEN COURT, AUGUSTA, ME 04330

Mail Address: 8 MULLIKEN COURT, AUGUSTA, ME 04330

Established: 1997

Reference: Policy Area: 06; Umbrella: 99; Unit: 620; Citation: 37-B M.R.S.A. §391

Average Count—All Positions: 0

fax: (207) 430-5716

Telephone: (207) 430-5711

Legislative Count: 0

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

Maine Military Authority (MMA) is a public instrumentality of the State of Maine. MMA was established in 1997 to operate the Maine Readiness Sustainment Maintenance Site (MERSMS) to repair, rebuild, and store military vehicles and equipment for the National Guard Bureau and the U.S. Department of Defense.

In 2001 the Maine Legislature enacted into law under chapter 374 S.P. 441 – L.D. 1495, which enables the Maine Military Authority the ability to bid on contracts for the federal government or its instrumentalities and agencies. It also allows the Maine Military Authority to contract with any state or their agencies, municipalities, foreign governments, public bodies, private corporations, partnerships, associations and individuals.

See Title 37-B MRSA § 391-399 for statutory authority and requirements.

<http://www.mainelegislature.org/legis/statutes/37-B/title37-Bch3sec0.html>

B. A description of each program administered by the agency or independent agency, including the following for each program: Established priorities, including the goals and objectives in meeting each priority; Performance criteria, timetables or other benchmarks used by the agency to measure its progress in achieving the goals and objectives; and An assessment by the agency indicating the extent to which it has met the goals and objectives, using the performance criteria. When an agency has not met its goals and objectives, the agency shall identify the reasons for not meeting them and the corrective measures the agency has taken to meet the goals and objectives.

Maine Readiness Sustainment Maintenance Site (MERSMS) (NGB)

The National Guard Bureau (NGB) Readiness Sustainment Maintenance Site (RSMS) enhanced High Mobility Multi-Wheeled Vehicle (HMMWV) RESET program was initiated in order to assist units in fixing equipment shortages based upon force structure changes and shortage of congressional procurement funds. The program provides all personnel, equipment, tools, materials, repair parts, transportation, supervision and other items and service to inspect

and refurbish a wide variety of HMMWV models to required HMMWV model configurations based on unit configuration, force structure, and assigned mission requirements.

The RSMS program inspects and refurbishes select HMMWV models in accordance with technical manual, national maintenance work requirements, depot maintenance work requirement, modification work order and/or specified tasks and procedures outlined by NGB-ILE-M-RSMP Program Manager and the Maine Military Authority in the Statement Of Work. The program's intent in execution is to maximize the reuse of serviceable parts on legacy model HMMWVs while extending the useful life and integrating current required upgrade and/or modifications to the HMMWV platform to meet the needs of the current military force structure in executing their missions.

The RSMS program is operated via a Cooperative Agreement between NGB and the State of Maine. The cooperative agreement is a cost reimbursable platform where costs are billed against the program as HMMWVs are produced. The cost is based upon the previous fiscal years historically captured average costs to produce the selected HMMWV models. The cost is comprised of three major values: parts, labor hours, and labor rate.

Benchmarks are established for each of the three major values.

- Parts pricing is based upon estimated condition of core assets HMMWVS, previous parts costs captured on prior fiscal years production, and allowance for inflations price increases (historically no more than 5% annually).
- Labor hours are established by the production line managers for the establish process flows for maintenance repair efforts.
- Labor rate is identified each year in NGBs Operational Guidelines published for all RSMS sites. Current fiscal years rate is \$51.50 per direct labor hour.

Benchmarks established for each category are measured on monthly, quarterly, and annual basis to measure effectiveness of processes and to identify areas of concern or modification required.

An annual production schedule is developed based upon the current fiscal years cost, available core assets at Maine RSMS, and current force structure HMMWV model configurations required by NGB. Once agreed upon and funded, the production schedule is executed and reported on monthly basis to NGB-ILE-M RSMP Program Manager and The Adjutant General/Commissioner of Department of Defense, Veterans, and Emergency Management through State of Maine Federal Program Manager.

MMA has effective control measures in controlling costs by managing its burdened labor rate, maximizing the amount of reusable/serviceable parts, effectively utilizing sources of supply, and continuously improving production processes to decrease production cycle times in an effort to provide the lowest vehicle cost rate for its SOW effort. All logistics support issues are handled through the class of supply logistics representatives at Defense Logistics Agency (DLA), State of Maine Procurement Agency and MMA Procurement department, and NGB-ILE-

M RSMP Supply Manager. Production quality concerns are handled through MMA Quality Assurance department. MMA has developed the distinction of having an outstanding quality product with the best quality for least costs performing the enhanced HMMWV RESET effort.

MMA has met and continues to meet all scheduling requirements for HMMWV fielding per NGB-ILE-E HMMWV Item Manager requirements. MMA has received various awards to include the Minuteman Award from the NGB-ILE-M Program Management office for consistently meeting the annual production requirements.

MMA's ability to flexibly execute the enhanced HMMWV RESET effort for the NGB has led to tasking for supporting other various equipment requirements for NGB Item managers. Other equipment refurbished for NGB under the Co-operative Agreement includes:

- M800 and M900 Series 5-Ton Tractor and Cargo Family of Heavy Tactical Wheeled Vehicles
- Engineer Equipment such as D-7 Bulldozers, 621B Horizontal Construction Scrapers, 130G Horizontal Construction Graders, Concrete Trucks, Vibra-Rollers, and various weighted Material Handling Forklifts
- Combat Soldier Support Equipment such as Mobile Kitchen Trailers and M85-100 & -200 Mobile Laundry Units

War Fighter Information Network-Tactical (WIN-T) HMMWV

Maine Military Authority's ability to flexibly execute the enhanced HMMWV RESET effort for the NGB has led to Local, State, National, and International recognition for the ability to provide a low-cost, high-quality product through its efficient and innovative processes as an alternative to procuring new equipment.

The leadership of the War fighter Information Network-Tactical (WIN-T) Program Office recognized MMA's ability and utilized contracting efforts through General Services Administration to establish a refurbishment effort with MMA for eighty HMMWVs configured in M1097A2 and M1113 Shelter and Troop/Cargo Carrying.

Utilizing the same processes and a modified variation of the enhanced HMMWV RESET SOW, MMA is executing the RESET program for WIN-T in support of (ISO) their fielding efforts for platforms used throughout CONUS and OCONUS areas of operation. MMA is executing a four (4) month planned production schedule to produce the 80 HMMWVs for WIN-T at a cost of \$35,000.00 per vehicle. Additionally, MMA is upgrading thirty-six (36) of the M1113 HMMWVs with 400 Amperage Alternator Kits to support an increase capacity requirement for specifically configured communication systems to be mounted on the HMMWVs.

MMA has established benchmarks parts and labor categories and are measured on weekly and monthly basis to measure effectiveness of processes and to identify areas of concern or modification required. A weekly report is submitted to the customer identifying production progress and notifying of any production concerns.

MMA is currently executing this program and recently completed their first Joint Visual Inspection for acceptance with the WIN-T Program Office. All of the first month's production assets were accepted with high praise on the quality and timeliness of the provided finished product.

War Fighter Information Network-Tactical (WIN-T) AN/TRC-190 Shelters

Maine Military Authority is executing a shelter refurbishment program to assist the leadership at the War fighter Information Network-Tactical (WIN-T) Program Office with completing another system within their communications system. Utilizing the same production methodology of their successful HMMWV refurbishment program, MMA is executing a Scope of Work effort to convert older series AN/TRC-190 Line Of Sight Multi-Channel Radio Terminal shelters to a newer configuration AN/TRC-190E and F (V) 3 model utilizing new, modified and existing materials structured as a modification kit.

MMA is executing a four month planned production schedule to produce the twenty five AN/TRC-190E Shelters for WIN-T at a cost of \$23,000.00 per shelter.

MMA has established benchmarks parts and labor categories and are measured on a monthly, quarterly, and semi-annual basis to measure effectiveness of processes and to identify areas of concern or modification required. A monthly report is submitted to the customer identifying production progress and notifying of any production concerns.

MMA is currently executing this program and recently completed Joint Visual Inspection for acceptance for fifteen AN/TRC-190E Shelters with the WIN-T Program Office. All of the production assets were accepted with high praise on the quality and timeliness of the provided finished product.

Maine Department of Transportation School Bus Service Life Extension Program (SLEP)

Through successful innovative processes, the Maine Military Authority partnered with RSU 18/Messolonskee School District to pioneer a new Scope of Work effort designed to extend the useful life of school bus frames and bodies to match the bus' expected mechanical life. Strategically targeted at both pusher and convention bus platforms at mid-life age and condition, MMA executed a successful pilot program targeted at refurbishing either configured bus for a \$30,000.00 value, and successfully extending the serviceable life of the bus, saving the school district and State of Maine critical budgetary funds.

MMA has established benchmarks parts and labor categories which are measured on a weekly and monthly basis during the execution of the bus refurbishment program to measure effectiveness of processes and to identify areas of concern or modification required. A monthly report is submitted to the customer identifying production progress and notifying of any production concerns.

Recently, the Governor of the State of Maine issued an executive order official ordering:

- The Department of Education and the Maine Military Authority shall establish a pilot program to refurbish school administrative unit school buses that meet certain eligibility criteria to be determined jointly by the Department and the Authority.
- School administrative units may apply for school bus refurbishment at the discretion of the Department and the Authority. The Department shall reimburse school administrative units if and when funds for that purpose become available according to a reimbursement schedule to be developed by the Department.
- The Governor's Office shall use best efforts to seek statutory changes authorizing the reimbursement of funds to school administrative units in Fiscal Year 2013 for amounts expended in Fiscal Year 2012.

Since the proclamation, MMA has conducted initial candidate inspections on fifteen candidate potential buses from three regional school administration districts and identified candidates for this program.

C. Organizational structure, including a position count, a job classification and an organizational flow chart indicating lines of responsibility.

The Maine Military Authority employs 202 full time State employees and 2 full time Federal Technicians. We are authorized 716 positions consisting of 572 direct labor and 144 indirect labor positions. These positions are funded by the operating revenues of the Maine Military Authority Enterprise Fund are not included as a part of the overall position count of state government. Full time positions increase and decrease based on market conditions and workload.

Employees of the authority are essential employees for the purpose of shutdown or furlough days imposed on the employees of the State.

Maine Military Authority consists of two organization unit divisions, which are one unit in Augusta and one unit in the Caribou/Limestone area. The Maine Military Authority has 59 different job classifications with personnel assigned to 41 of them.

See Appendix A, Organizational Flow Charts, Page 17

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.

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The Maine Military Authority ensures compliance with federal and state health and safety laws with the assistance and support of the Department of Administrative and Financial Services, Bureau of Human Resources as noted in Title 37-B Subchapter 9: Maine Military Authority Heading: PL 2001, C.374 8 (new). The Authority ensures compliance with Occupational Safety and Health Administration (OSHA) standards through the publication of and adherence to Department of Defense Instructions (DODI) and Army Safety and Occupational Health Standards (ASOH). These directives implement parts of OSHA 29 Code of Federal Regulations (CFR), and include additional requirements not addressed by the OSHA standards.

The Authority has posted on bulletin boards the EEO/Affirmative policy in each of the buildings occupied by Maine Military Authority employees. Annually the employees are trained and updated on all federal and state requirements. In addition, the Authority has appointed two Worker Compensation designees who actively participate in the Quarterly Worker Compensation briefing of the laws and continuous training.

The Maine Military Authority/ Maine Readiness Sustainment Maintenance Site ensure compliance with Occupational Safety and Health Administration (OSHA) standards (29 Code of Federal Regulations) through training, monitoring of regulatory agency web sites and/or direct notification from regulatory agencies. MMA safety management personnel attend regional safety meetings where various health and safety related topics are discussed with other safety professionals. MMA also subscribes to health and safety related publications. In addition, MERSMS and its four NGB RSMS sister sites conduct two safety/environmental workshops each year to share information and discuss a variety of safety and environmental related topics. These workshops have proven to be very beneficial to all.

We conduct routine Safety & Environmental inspections to assess management's effectiveness and monitor compliance with federal, state, and local laws. Mandatory recording of injuries and illnesses meeting OSHA reporting requirements is a function of the Safety office. Data is compiled and reviewed to determine trends to implement corrective actions. We have a cross functional Safety Committee that meets monthly. Documentation of recordable injuries and illnesses is maintained on the OSHA Form 300 Log of Work-Related Injuries and Illnesses and is retained for five years. MMA is engaging in various recycling initiatives.

MMA is also in compliance with Maine Air Emission Standards

Mandatory recording of injuries and illnesses meeting OSHA reporting requirements is a function of the Safety office. Documentation of recordable injuries and illnesses is maintained on the OSHA Form 300 Log of Work-Related Injuries and Illnesses and is retained for five years.

Maine Military Authority conducts a comprehensive safety orientation with all employees on their first day of work and prior to them reporting to their assigned work centers. The Authority provides new State employees training for all hires within thirty days of employment, and schedules Transition to Leadership training for supervisors on an as needed basis. The hiring process follows state and federal guidelines to ensure compliance with statutory requirements for hiring, evaluating, and any disciplinary processes. Compliance with The

Nation Labor Standards Act is explicit, and Workers’ Compensation Laws and Equal Employment Opportunity are components of mandatory supervisor training.

E. Financial summary, including sources of funding by program and the amounts allocated or appropriated and expended over the past 10 years.

Maine Military Authority does not receive any funding from the State of Maine. See Appendix B, Financial Reports, Page 5 for revenues and expenditures since 2002.

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

N/A

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.

Maine Military Authority is working with the Maine Department of Education to establish a School Bus Service Life Extension Pilot Program to perform body refurbishment on Maine school busses. Governor LePage has signed Executive Order 24 FY11/12 authorizing MMA and MDOE to establish and implement this program.

Maine Military Authority works with the Loring Job Corps Center (U.S. Department of Labor) to provide workplace-learning opportunities for their students. LJCS students are provided OJT trained in various work centers for a period of six weeks obtaining multiple work skills to prepare them their entrance into the working world after graduation.

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

The Maine Military Authority in accordance with Sec 8. 37-B MRSA c.3, sub-c IX section 399 Revenue -“Revenue generated by the authority must first be used to support the operation of the authority, including segregation of money for future capital repair repairs. All other unexpended balances may be transferred at any time prior to the closing of the books to any other non-General Fund state account of the Military Bureau, including, but not limited to, capital repair and maintenance of state armories and Maine National Guard tuition assistance.”

The Maine Military Authority has previously provided repairs to Maine cities and towns to include the following: Freeport, Presque Isle, Gardiner, Fort Fairfield, and Scarborough however this is not all inclusive. MMA also has provided repair services to the Department of Transportation, Department of Forestry, Federal Emergency Management Agency, Loring Development Authority and the Loring Fire Department.

Most recently the Maine Military Authority donated time and material to repair two HMMWVs for Downeast Emergency Medicine Institute (DEEMI).

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

Maine Military Authority must remain a state agency or quasi-state agency under the terms of its cooperative agreement with National Guard Bureau.

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

N/A

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.

N/A

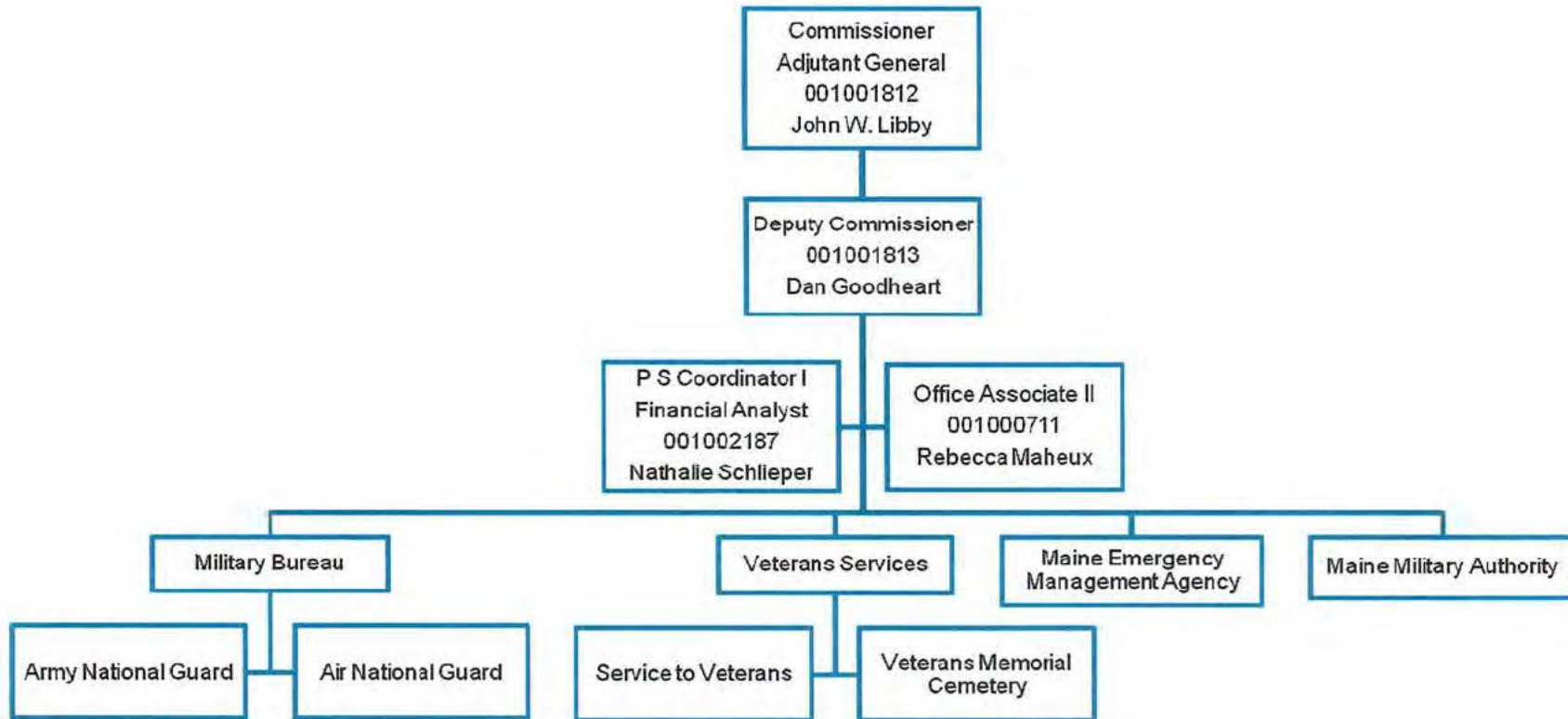
M. Agency policies for collecting, managing and using personal information over the internet and non-electronically, information on the agency's implementation of information technologies and an evaluation of the agency's adherence to the fair information practice principles of notice, choice, access, integrity and enforcement.

The Maine Military Authority has all employees that handle confidential information sign a confidentiality statement which outlines the procedures for handling and destroying this type of information. This statement is maintained on file in the Human Resources Department. The authority follows the State of Maine policies when handling Personally Identifiable Information (PII) and Privacy Act (PA) information.

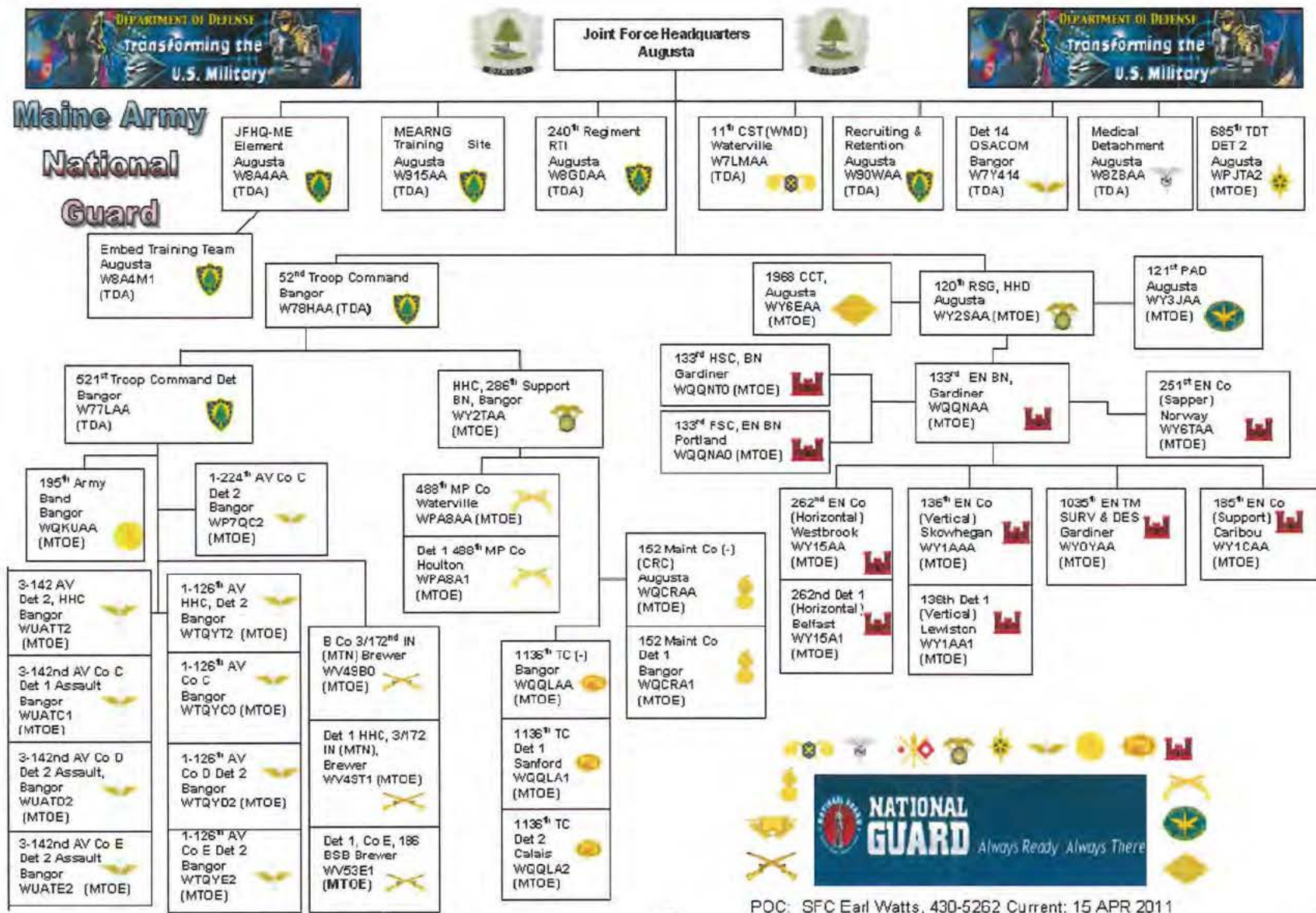
N. A list of reports, applications and other similar paperwork required to be filed with the agency by the public.

N/A

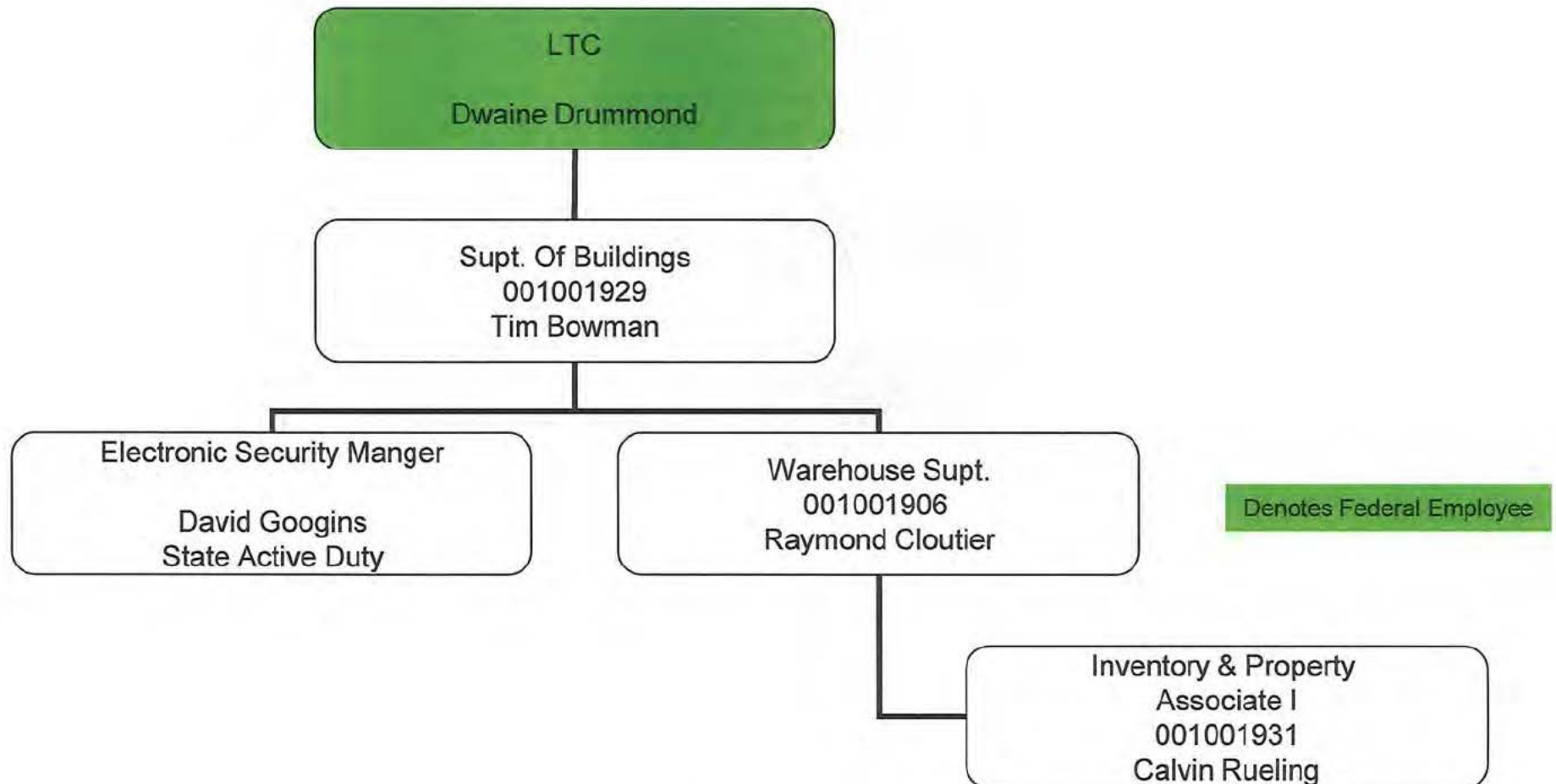
Defense, Veterans & Emergency Management



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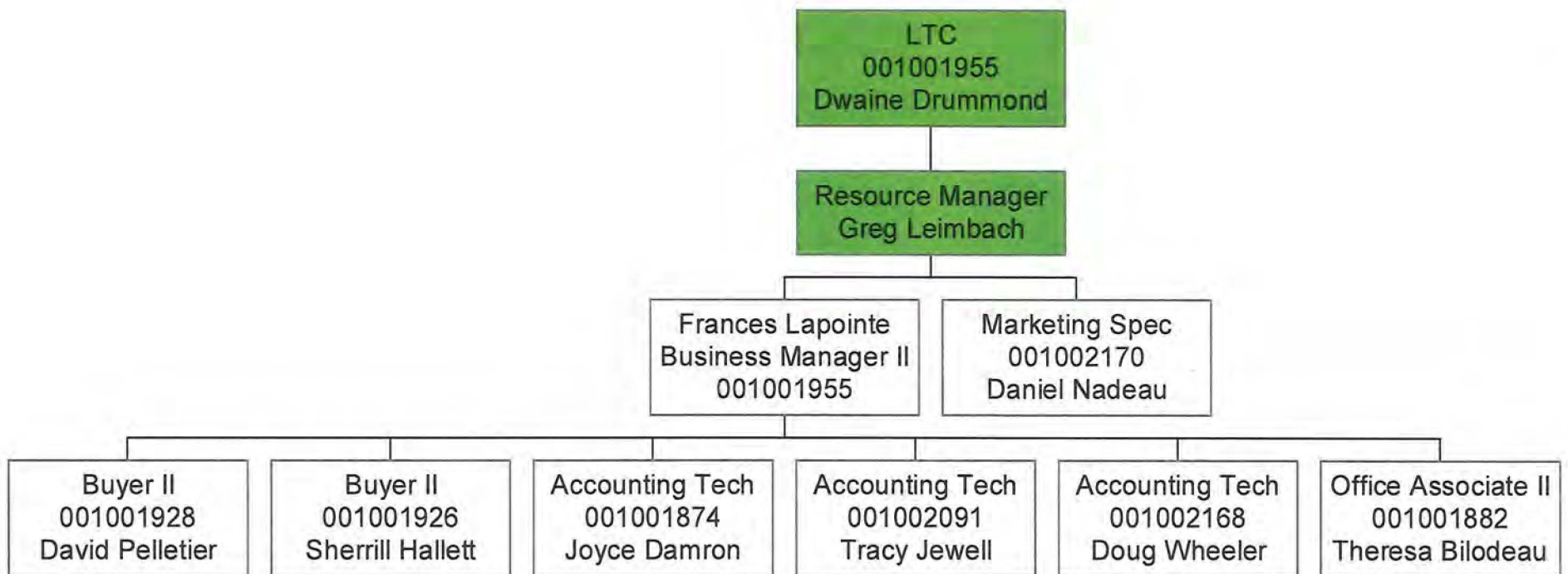


Defense, Veterans & Emergency Management Army National Guard Directorate Facilities Engineering



Defense, Veterans & Emergency Management

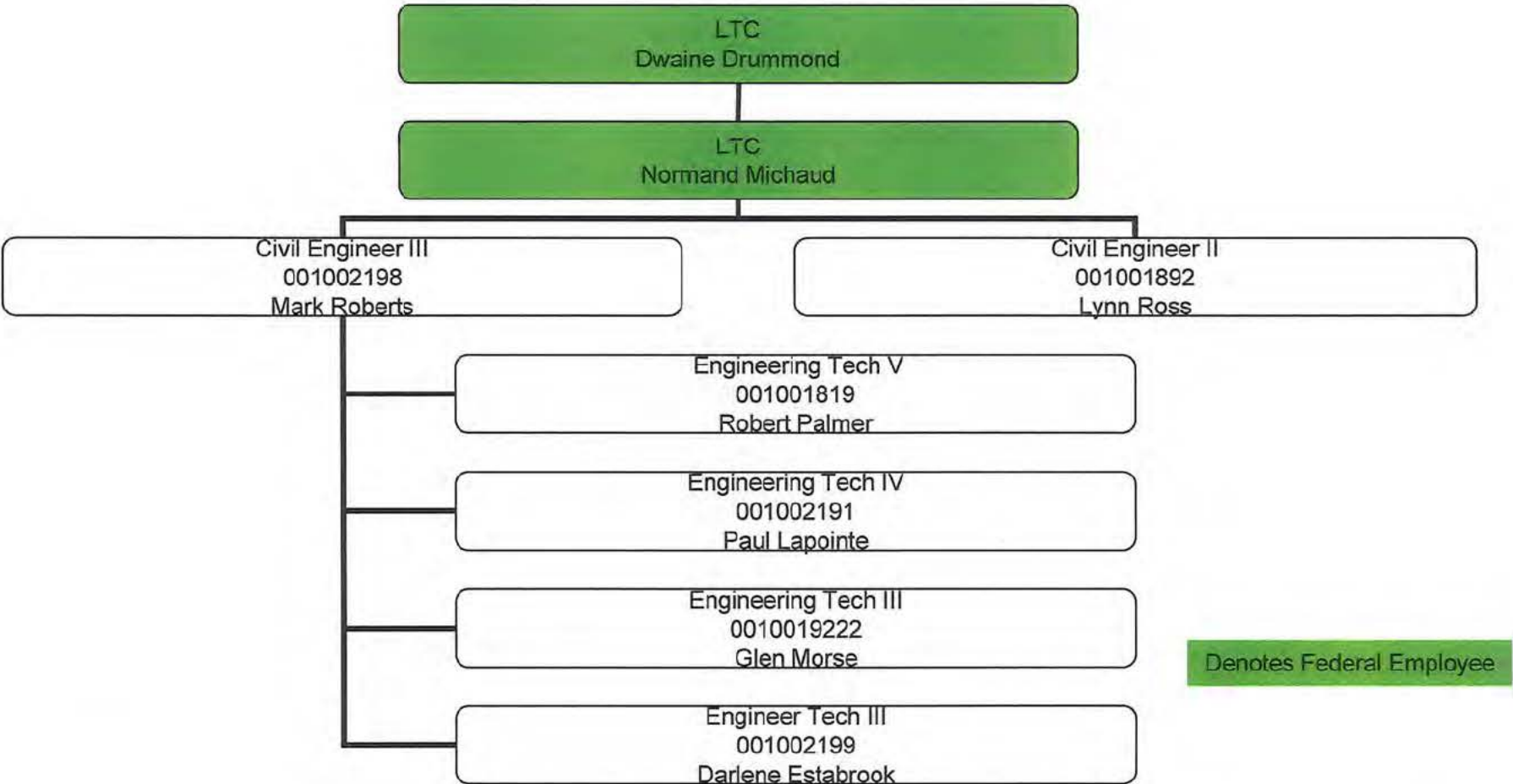
Army National Guard DFE Accounting Office



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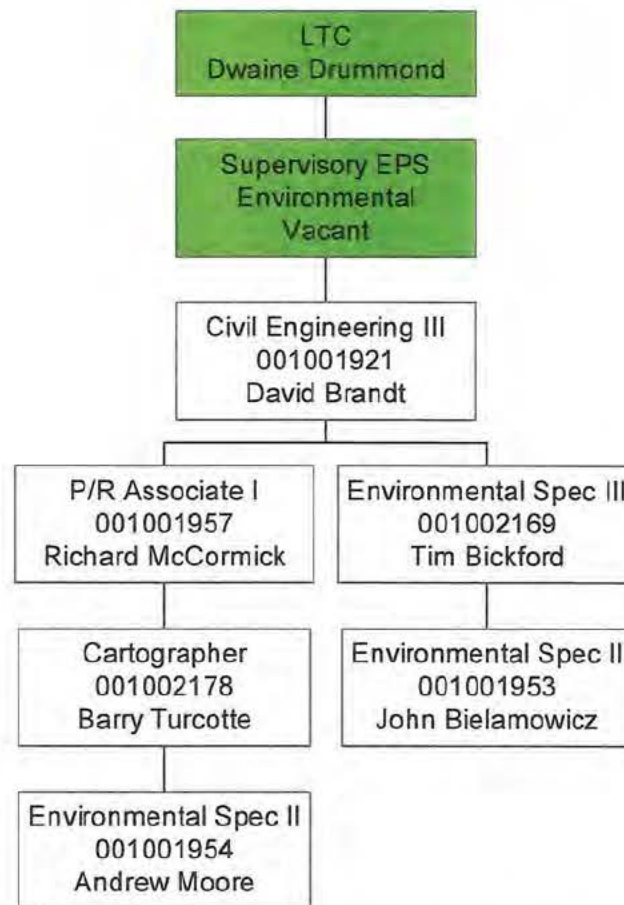
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Army National Guard DFE Engineering Office



Defense, Veterans & Emergency Management

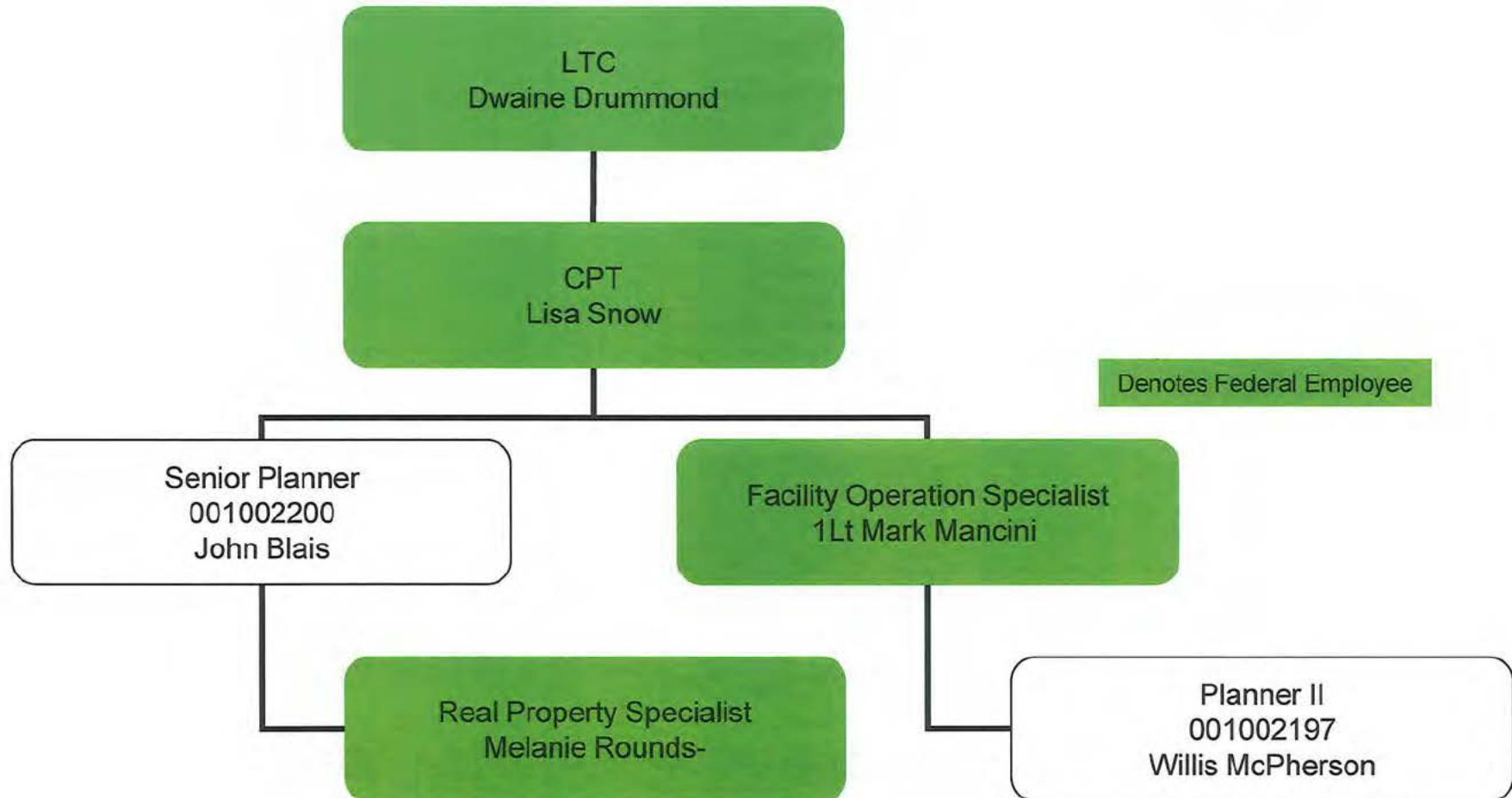
Army National Guard DFE Environmental Office



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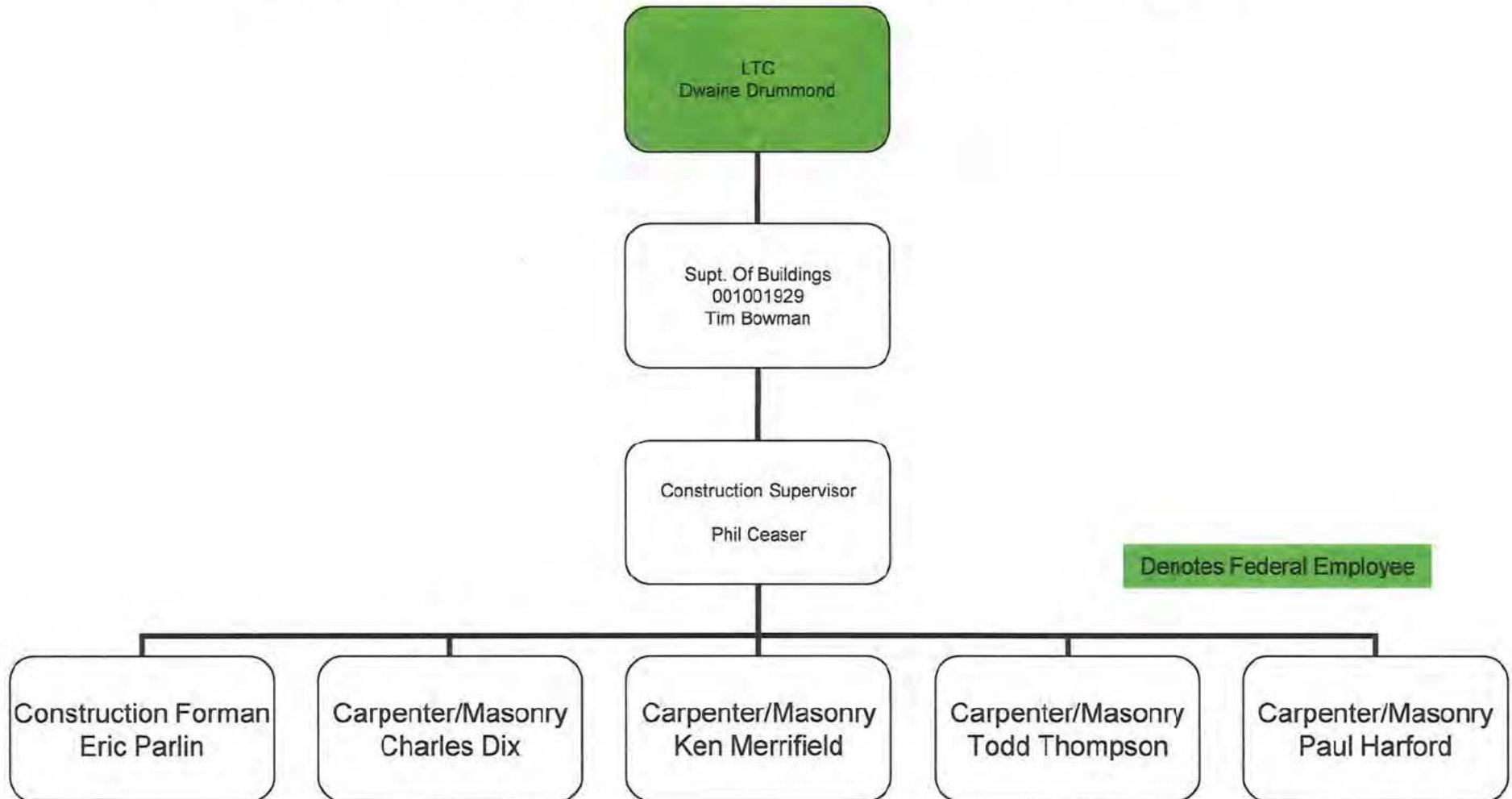
Defense, Veterans & Emergency Management

Army National Guard DFE Planning Office

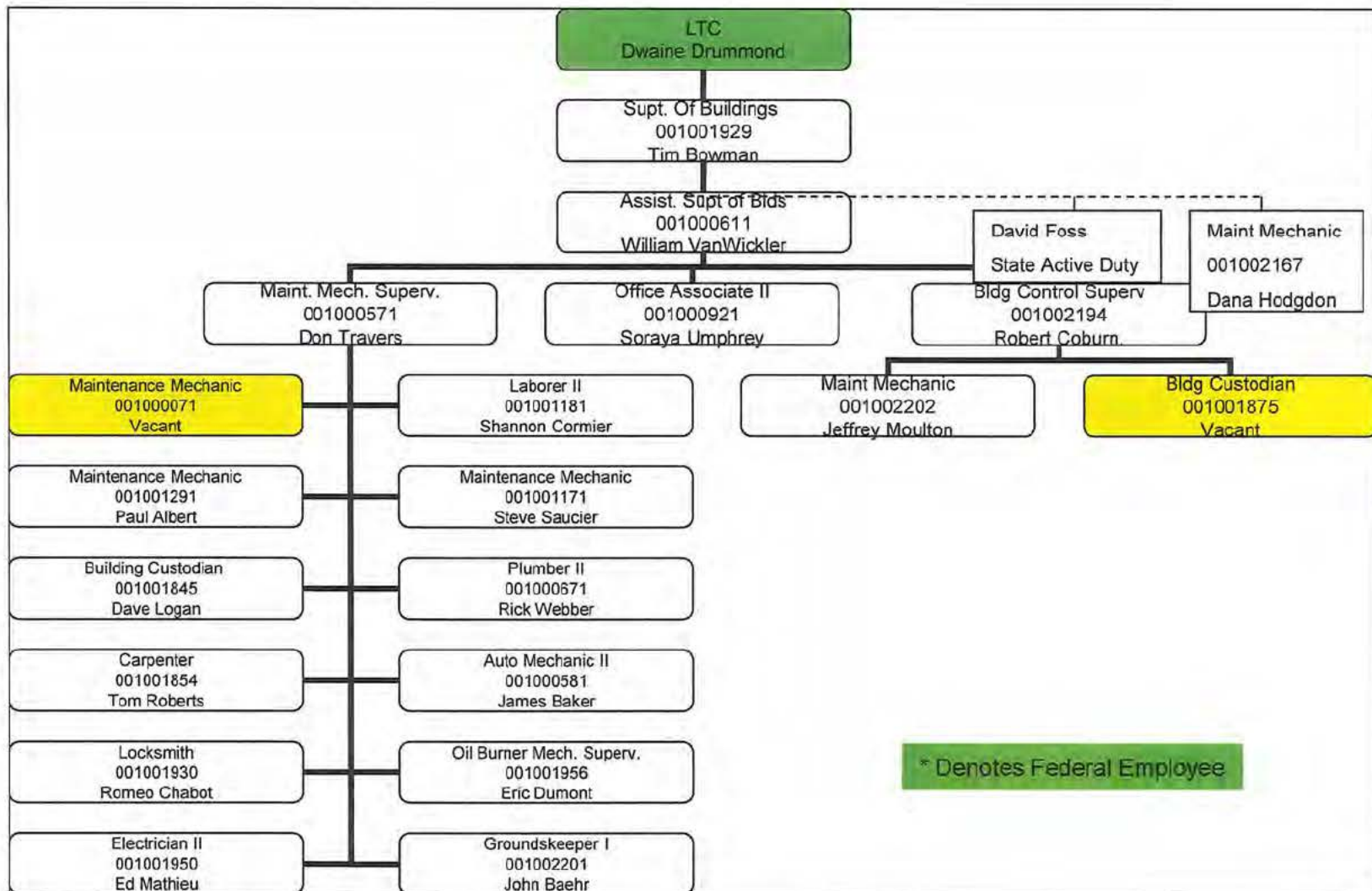


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Army National Guard DFE State Active Duty Crew

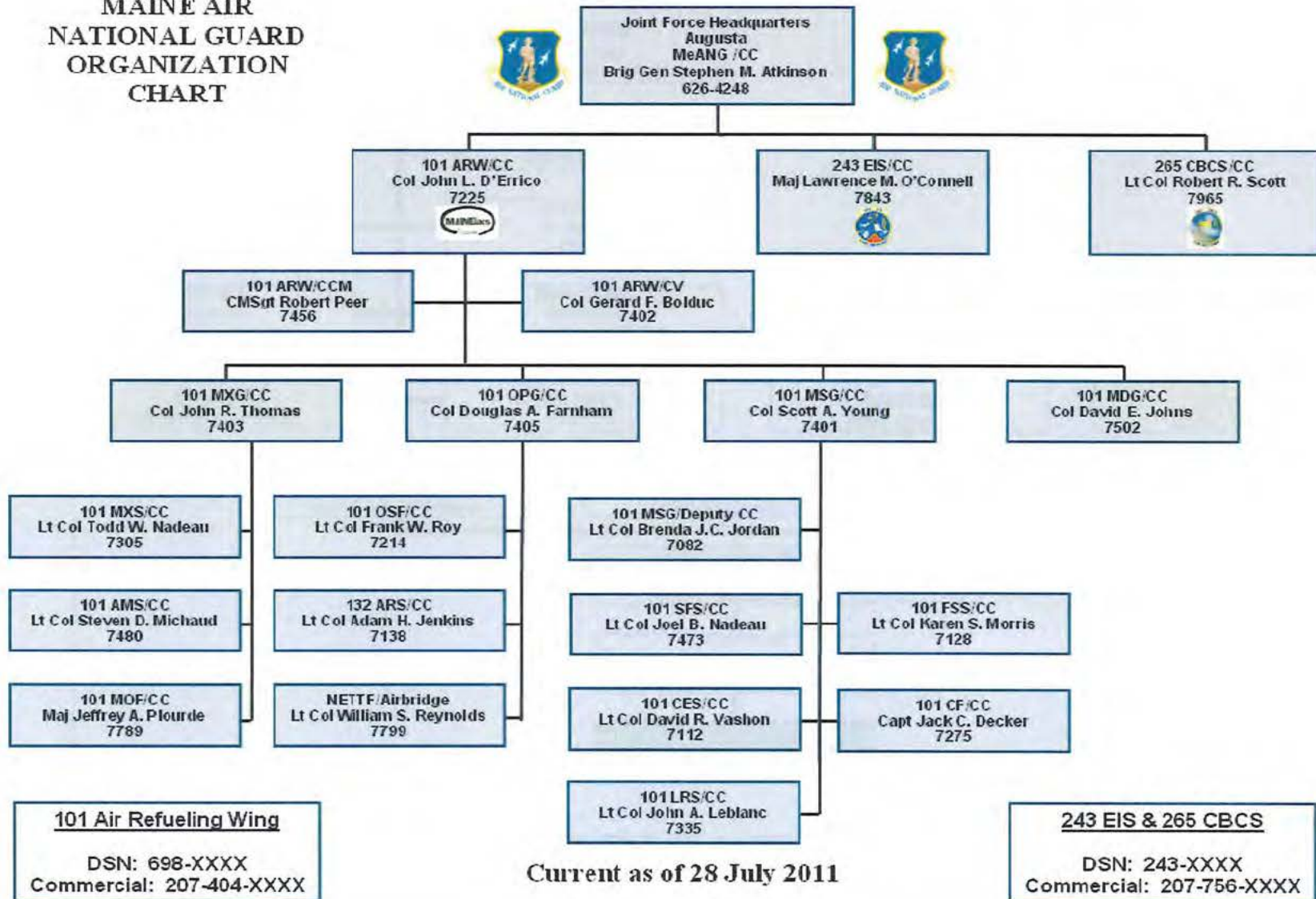


Defense, Veterans & Emergency Management Army National Guard DFE Maintenance Department



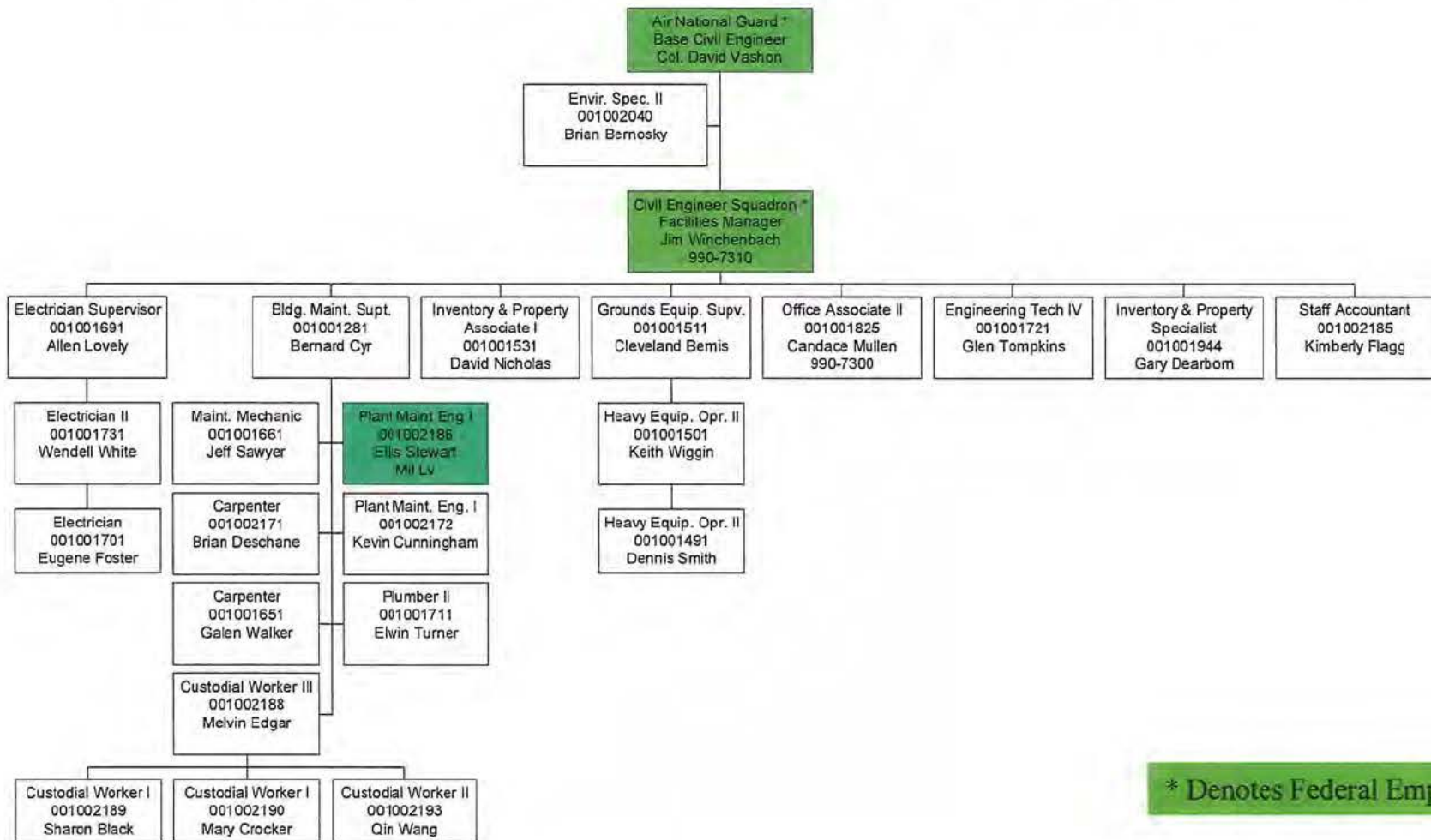
Defense, Veterans & Emergency Management

MAINE AIR NATIONAL GUARD ORGANIZATION CHART



Defense, Veterans & Emergency Management

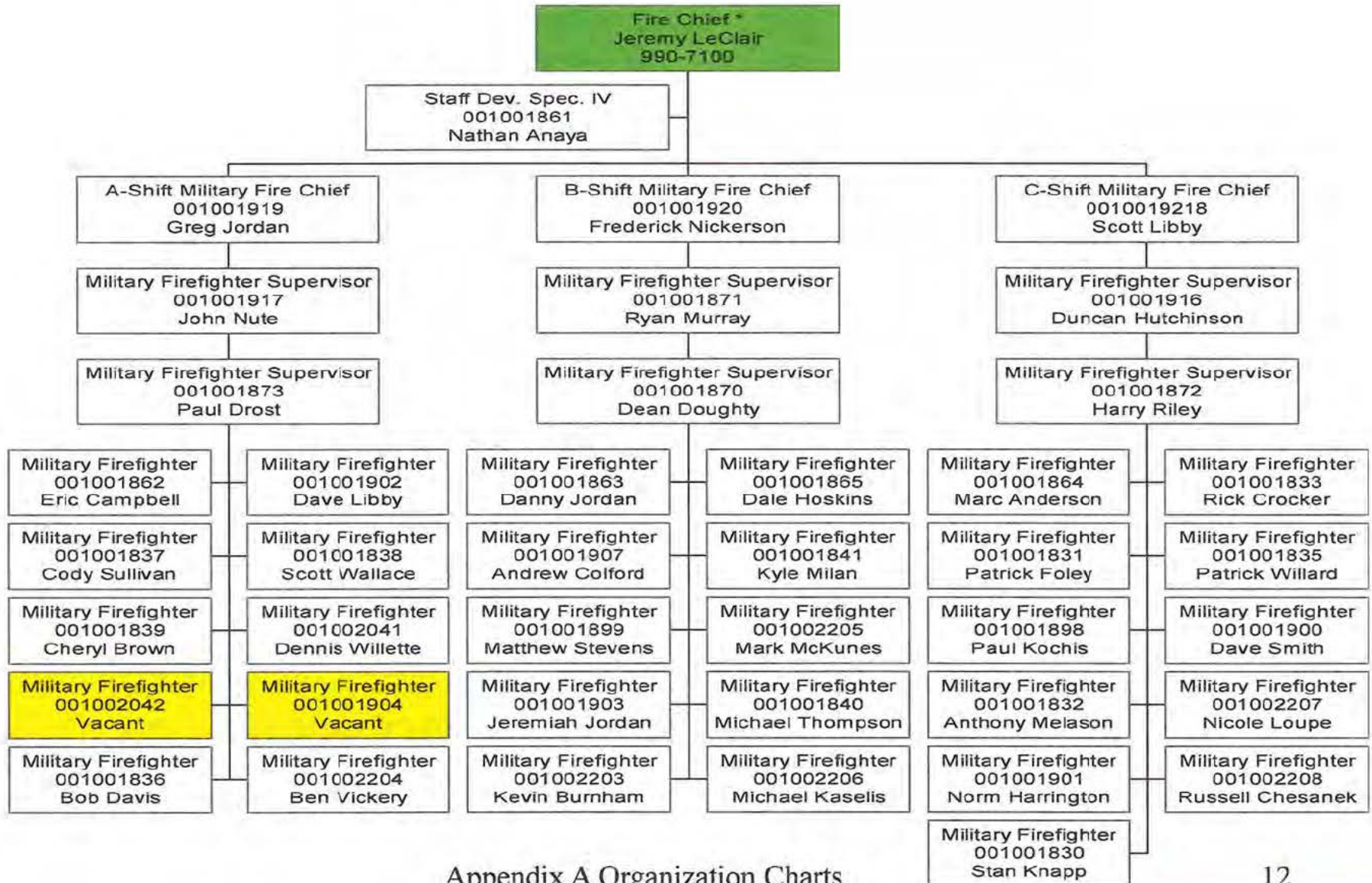
Air National Guard Bangor Civil Engineer Squadron



* Denotes Federal Employee

Defense, Veterans & Emergency Management

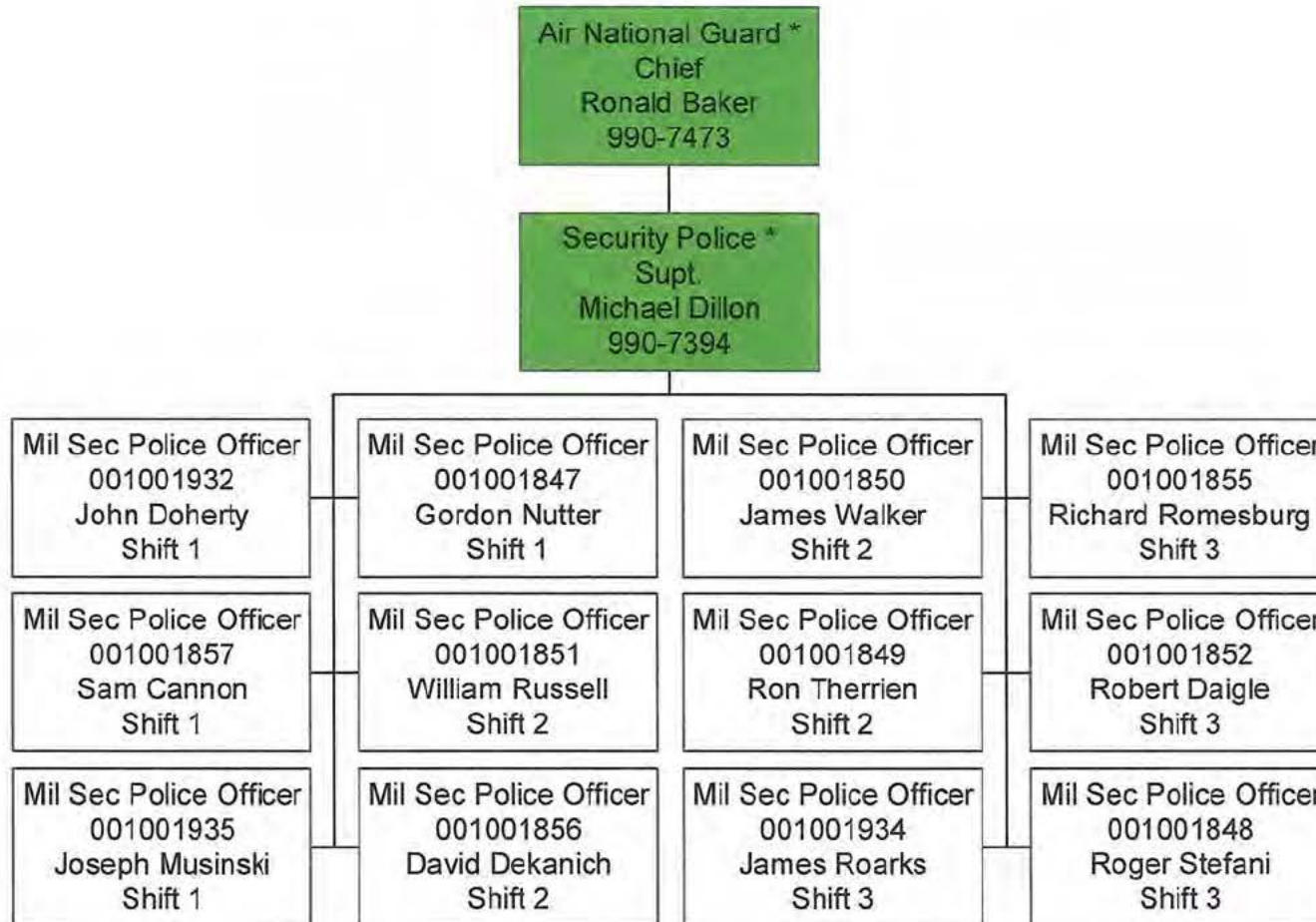
Air National Guard Bangor Fire Dept.



Appendix A Organization Charts

Defense, Veterans & Emergency Management

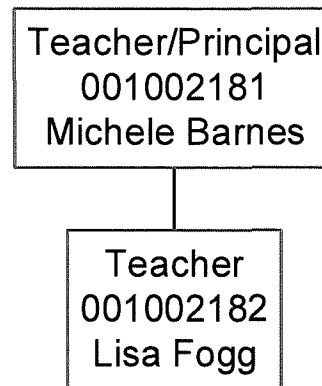
Air National Guard Bangor Security Police



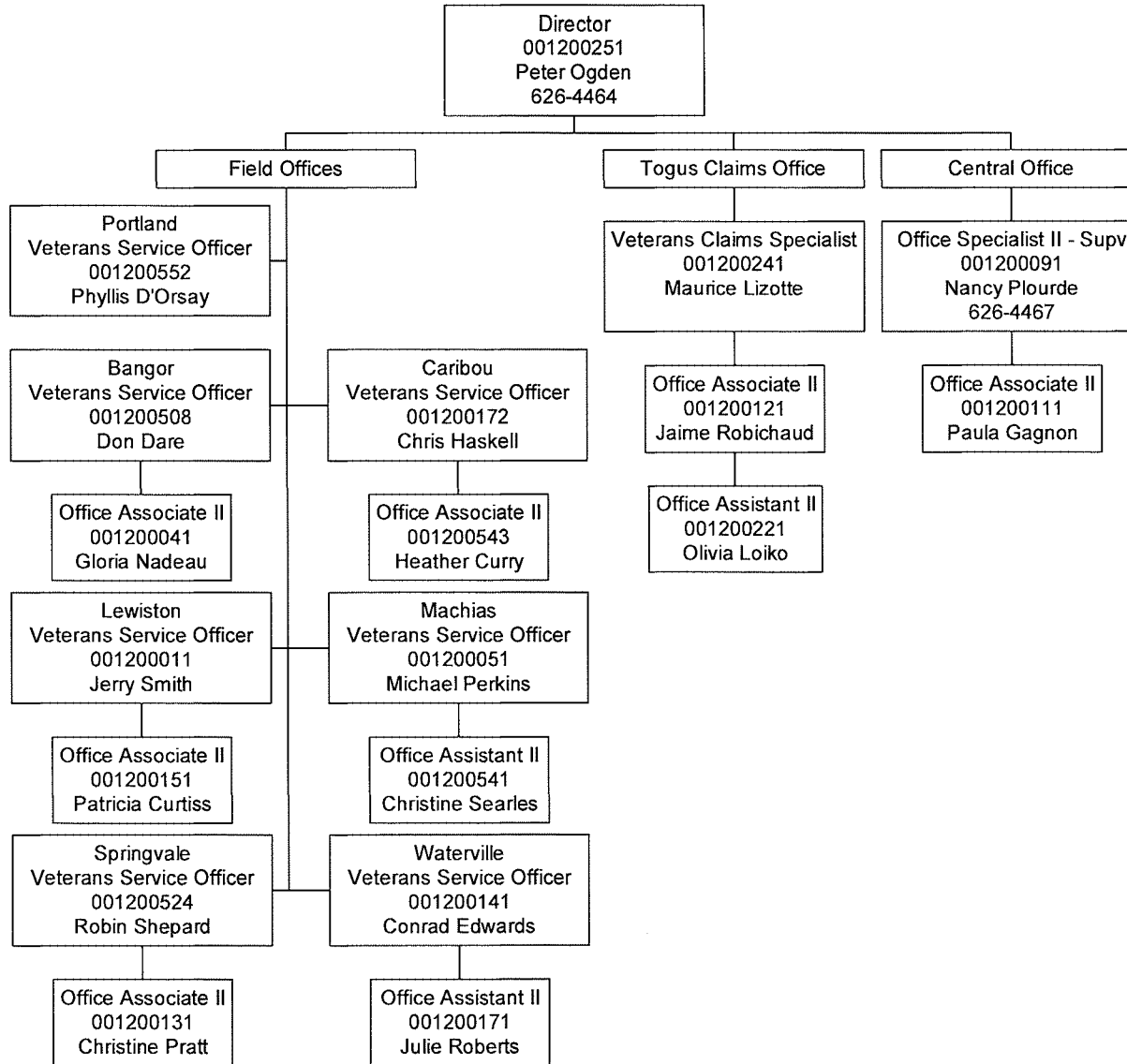
* Denotes Federal Employees

Defense, Veterans & Emergency Management

Air National Guard Bangor Starbase

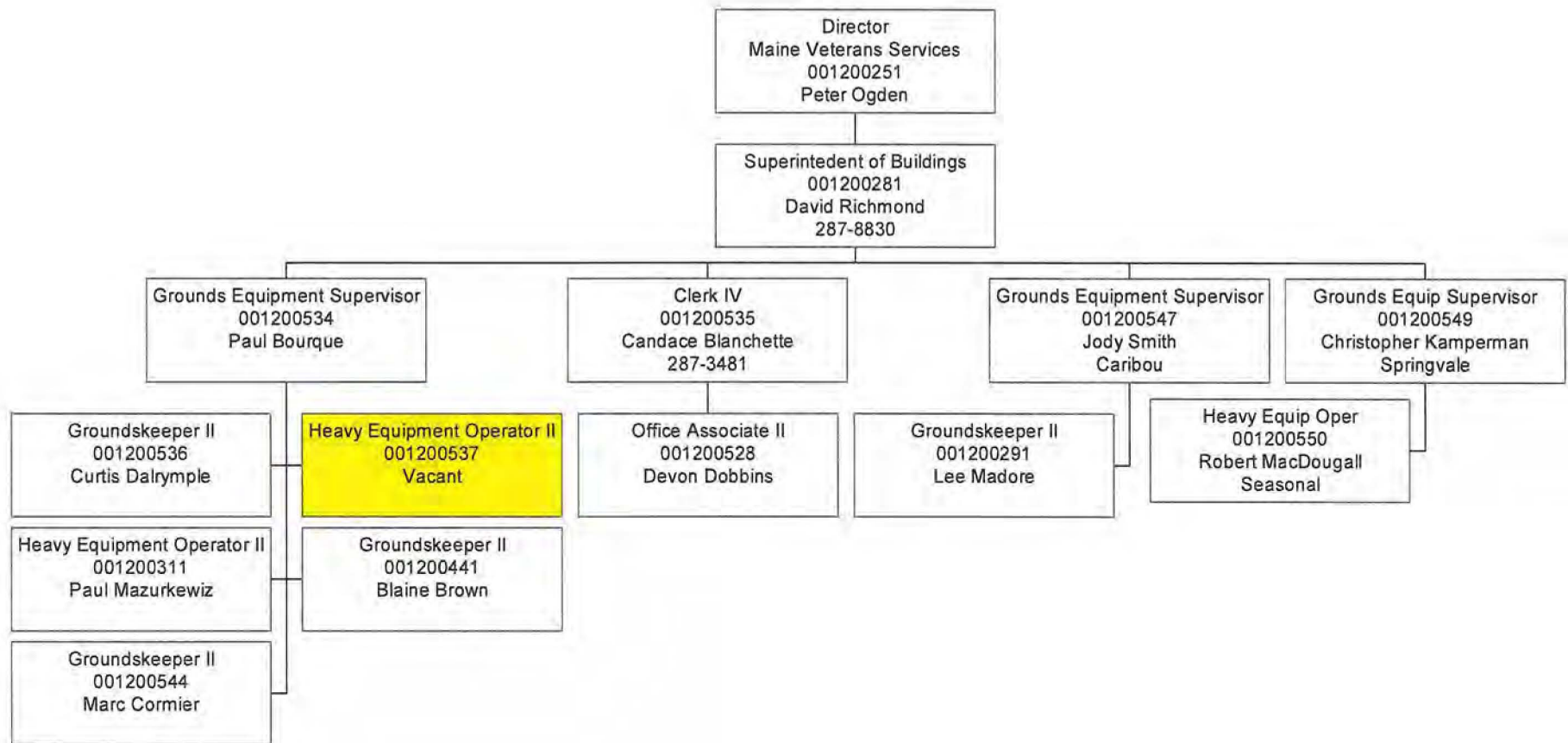


Defense, Veterans & Emergency Management Bureau of Veterans Services

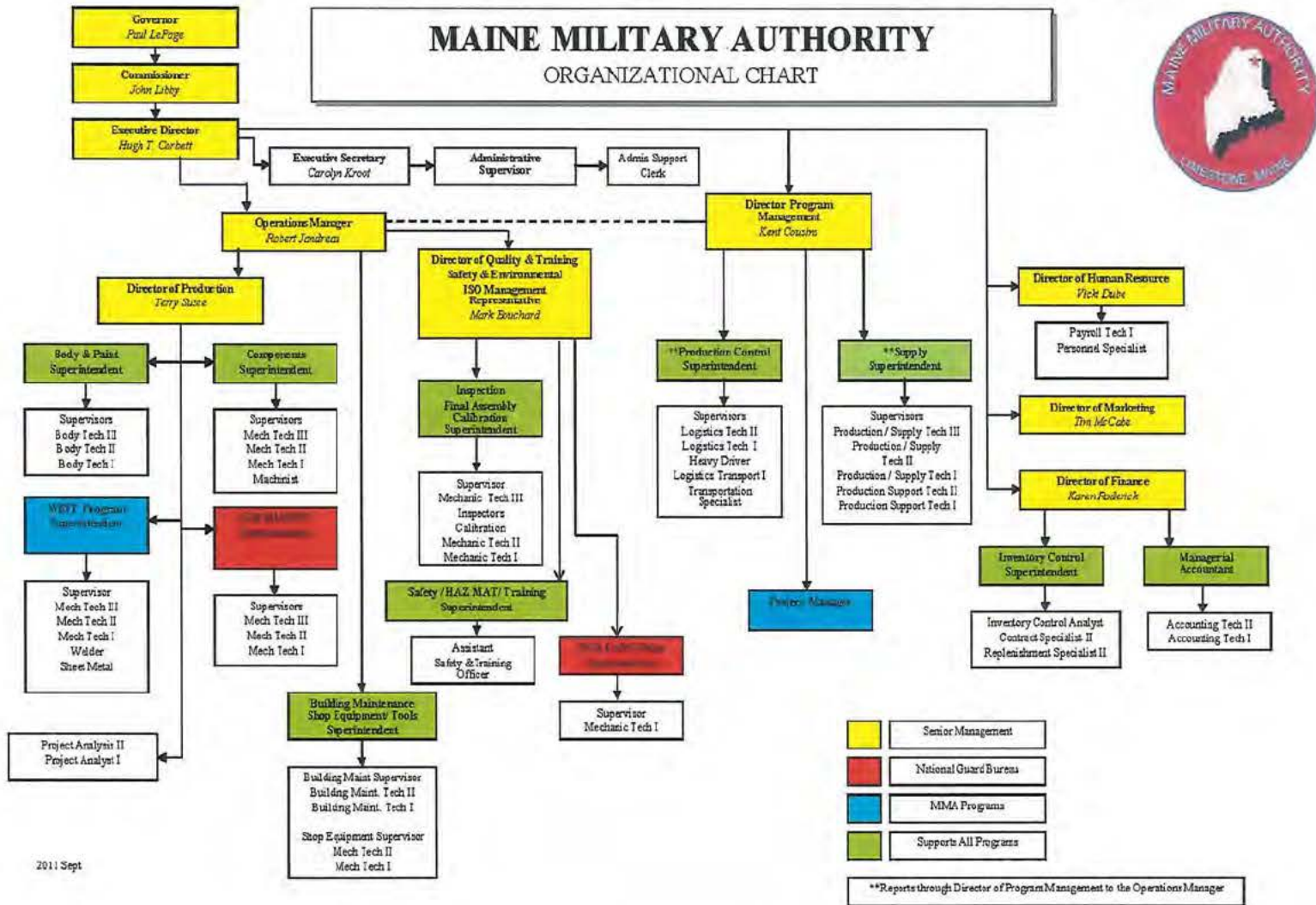


Defense, Veterans & Emergency Management

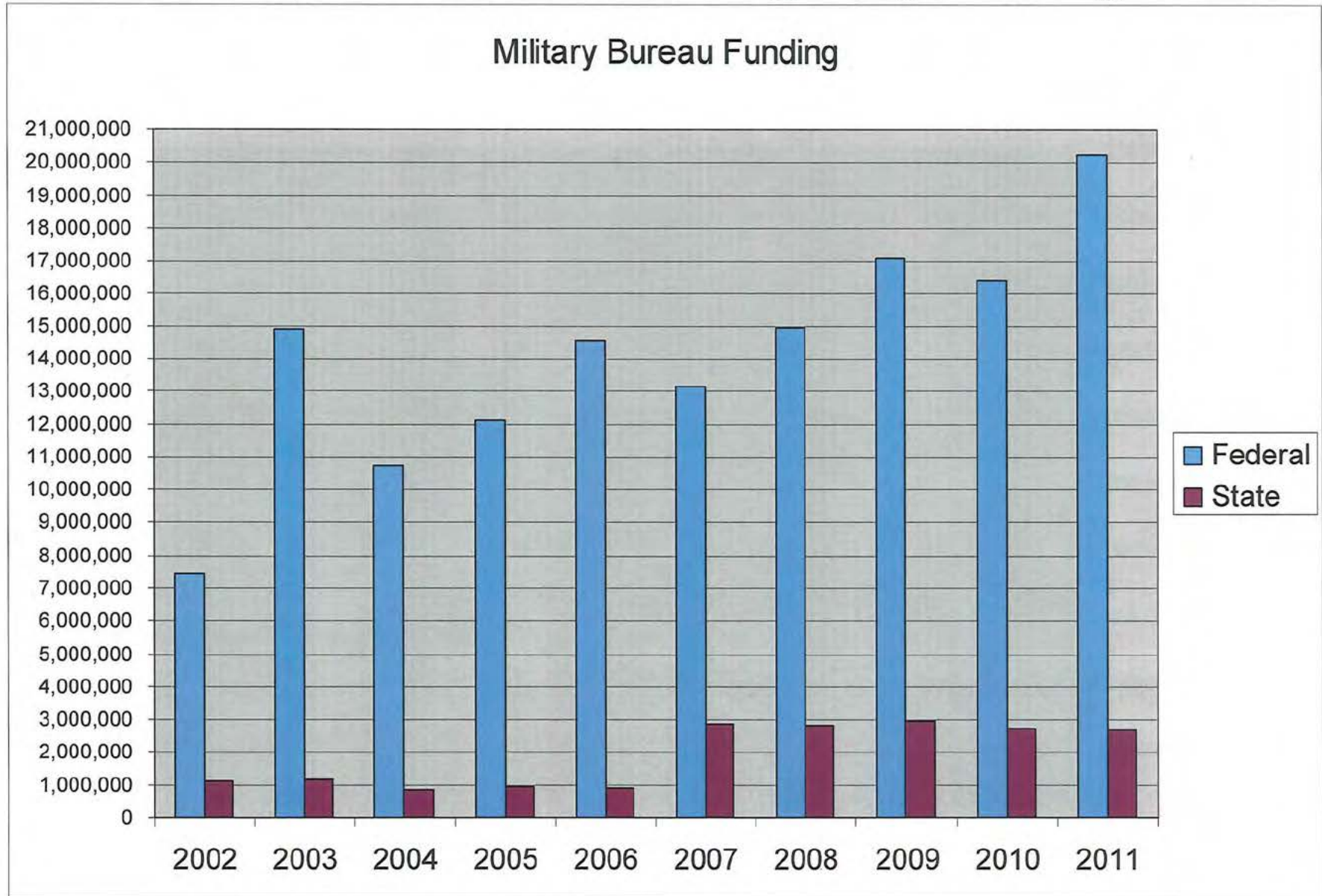
Maine Veterans Memorial Cemetery System



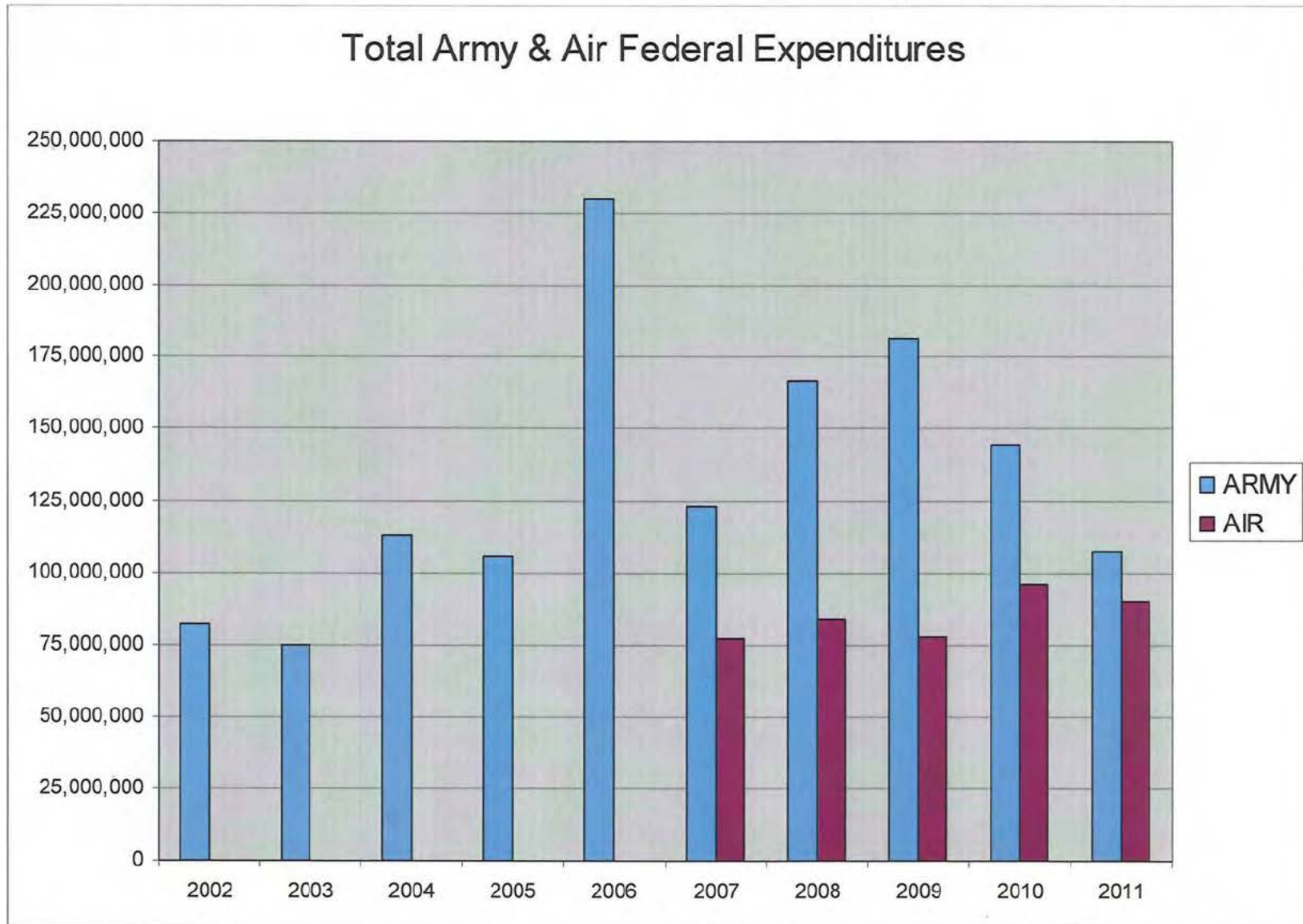
Defense, Veterans & Emergency Management



Defense, Veterans & Emergency Management

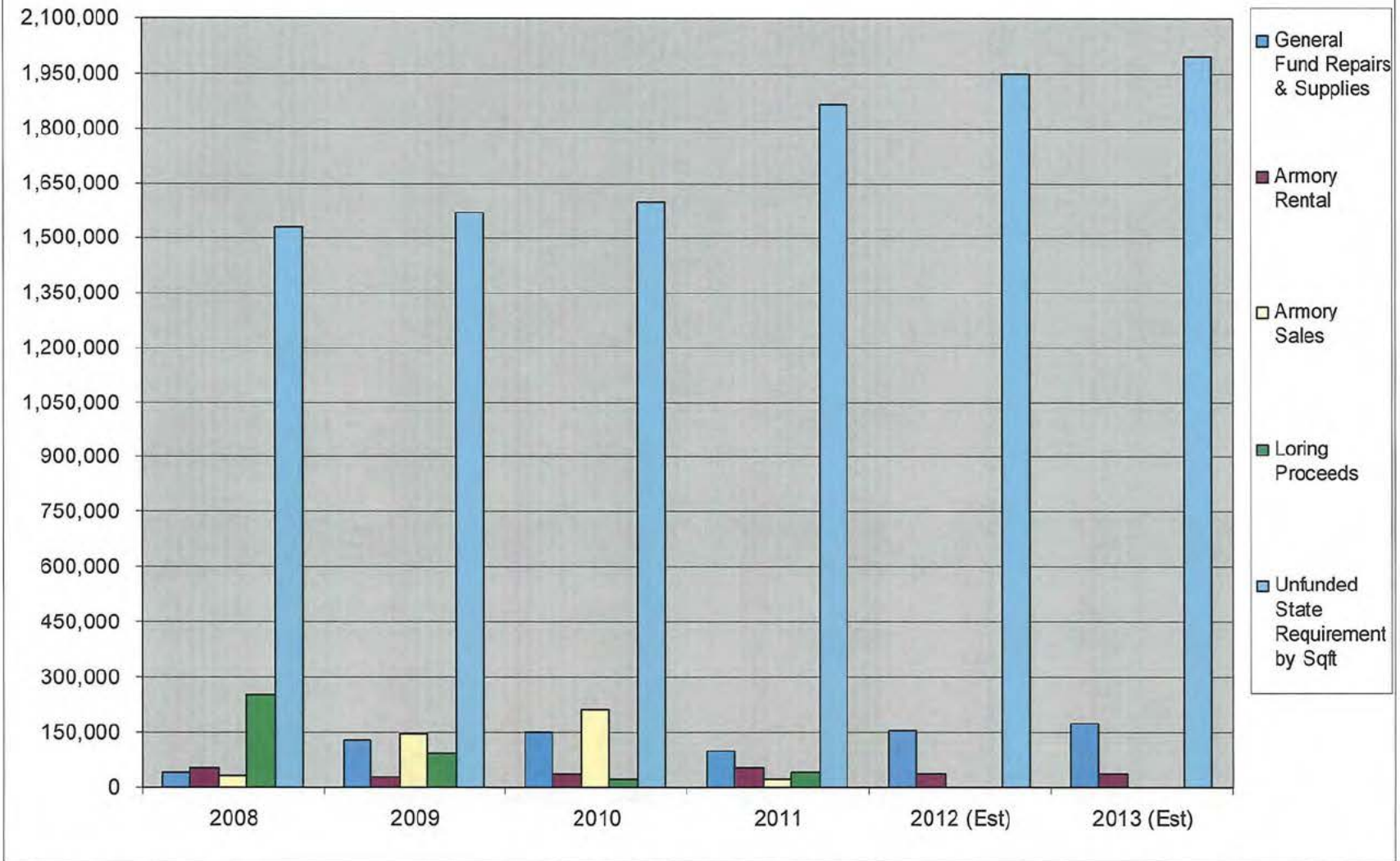


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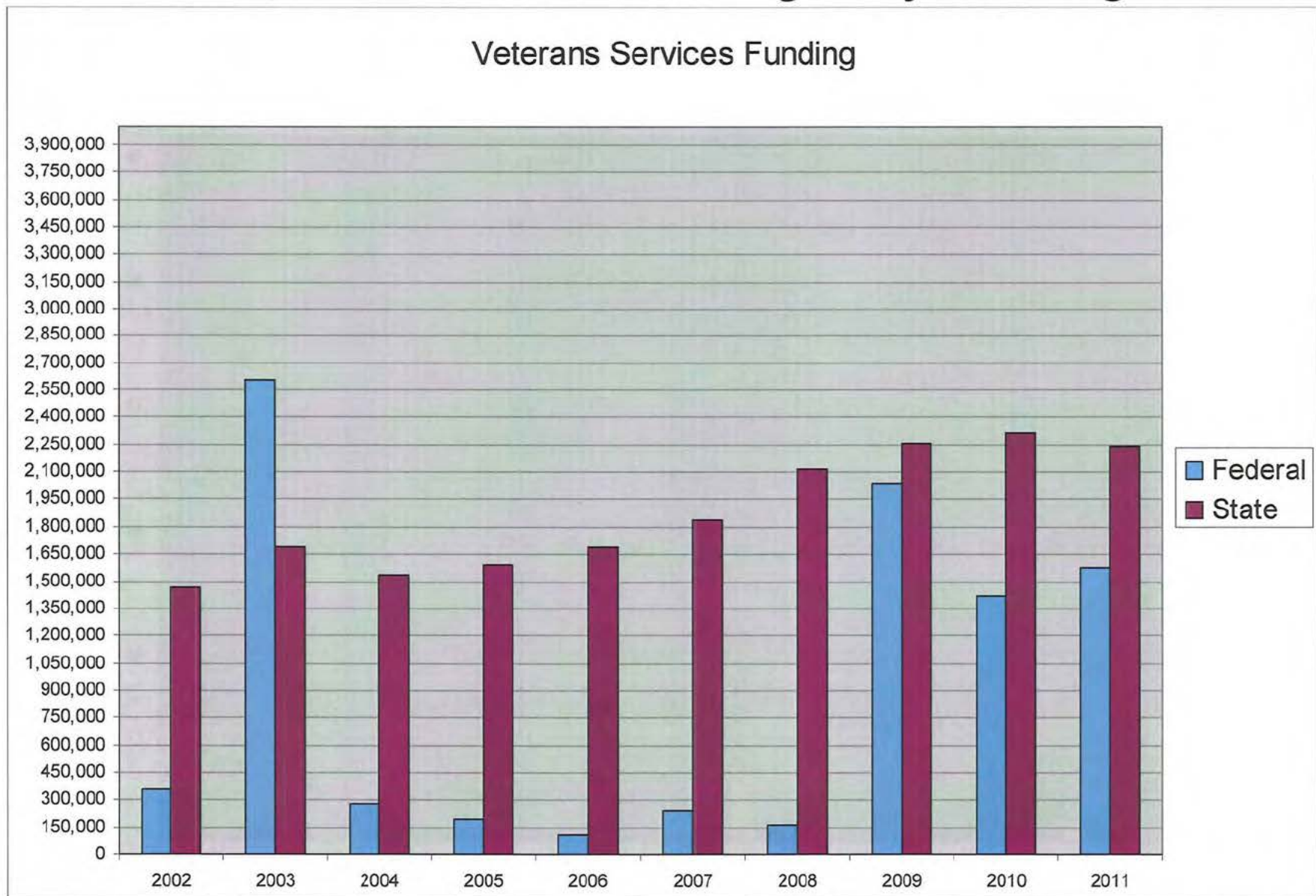


Defense, Veterans & Emergency Management

Repair & Maintenance Funding



Defense, Veterans & Emergency Management



Defense, Veterans & Emergency Management

