

# State of Maine

## Multi-Year Training and Exercise Plan



2019 – 2021



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## Section I: Preface

The U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), and Grant Programs Directorate (GPD) requires that every state conduct a Multi-year Training and Exercise Plan Workshop (TEPW) annually. Accordingly, the Maine Emergency Management Agency (MEMA) conducted a series of Multiyear TEPW's and used the results of these workshops to assist in the development of this 2019-2021 Multi-year Training and Exercise Plan (MTEP).

The State's MTEP is the roadmap for Maine to prepare for the mission areas described in the National Preparedness Goal. The State of Maine is pursuing a coordinated and collaborative training and exercise strategy that combines enhanced planning, innovative training and realistic exercises to strengthen Maine's emergency prevention, protection, mitigation, response and recovery capabilities. Training and exercises play a crucial role in this strategy, providing Maine with a means of attaining, practicing, validating, and improving new capabilities. For that reason, our TEPW's and this MTEP are based on the 2018 Maine Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) prepared by MEMA's Mitigation, Planning and Response Division. Key state agencies have invested many hours on the THIRA. The results of that activity provided the "jumping off point" for the TEPWs as they developed their recommendations for this MTEP.

The State's Training and Exercise program is administered by the Maine Emergency Management Agency (MEMA), Division of Operations and Response, in close collaboration with our federal, county, municipal, private sector and state partners that are assigned in the State's Comprehensive Emergency Management Plan (CEMP). The training and exercise agenda described in this plan is a guide for all State-level response agencies, as well as any tribal, county, or municipal/local response agency receiving State Homeland Security or Emergency Management funding. It is recognized that throughout the course of time, priorities may change as a result of new threats and hazards or new direction from elected and appointed officials. These new or changed priorities will often result in changes to the training and exercise schedule. However, this plan helps prepare Maine to optimally address the natural, adversarial, and technological hazards that it faces. Engaging the whole community in training and exercising allows all parties to evaluate their capabilities and, therefore, improve on their level of preparedness.

## Section II: Methodology and Tracking

MEMA developed this MTEP through both formal and informal local, state and federal partner input. The discussion and decision-making process is consistent with the priorities previously outlined. MEMA and county emergency management staff adjust the schedule and track the program through the mandatory usage of After-Action Reports (AARs) for all state and county exercises. A copy of the MEMA Exercise Policy is included as an Appendix to this document. The MEMA Exercise Policy is scheduled to be updated in calendar year 2019 due to changes such as the new exercise requirements for federal grants such as FEMA's Emergency Management Program Grant (EMPG) and Homeland Security Grant Program (HSGP).

As per the current MEMA Exercise Policy, exercises listed in this document will utilize FEMA's Homeland Security Exercise and Evaluation Program (HSEEP) formatting guidance and include an AAR and Improvement Plan (IP). The AAR/IPs will be used for future training and exercises, ensuring that best practices lead to lessons learned and improvements which are appropriately identified, implemented, and tracked. As part of the continuous learning cycle, MEMA requests Training and Exercise Plans (TEP) as well as AARs and Improvement Plans from EMPG and HSGP recipients such as County EMAs.

Please note that only large tabletop, functional and full-scale exercises are shown in the following charts as per the direction of FEMA. Numerous seminars, drills and smaller tabletop exercises are scheduled by the counties and other partners for the 2019-2021 period and have been noted and documented by MEMA. More information on those events is available upon request to MEMA.



### Section III: Workshop Schedule

This year 2019 regional Training and Exercise Planning Workshops were conducted as follows:

Region	Date	Location	Participants Invited
<b>Southern Maine</b>	January 22, 2019	Cumberland County EMA, Windham	Cumberland, York, Androscoggin, Sagadahoc and Oxford Counties
<b>Central Maine</b>	February 5, 2019	MEMA, Augusta	Kennebec, Franklin, Somerset, Knox, Lincoln and Waldo Counties
<b>Northern Maine</b>	January 29, 2019	Penobscot EMA, Bangor	Penobscot, Piscataquis, and Aroostook Counties
<b>Eastern Maine</b>	January 29, 2019	Penobscot EMA, Bangor	Washington and Hancock Counties
<b>State &amp; Federal Emergency Response Team Members</b>	February 19, 2019	MEMA, Augusta	MEMA, FEMA, Red Cross, Dept. of Agriculture Conservation & Forestry, ME National Guard, Dept. of Transportation, State Police, Dept. of Education, Dept. of Labor, Dept. of Environmental Protection, Health & Human Services (CDC), Inland Fish & Wildlife (Wardens), State Housing Authority, Office of Information Technology, U.S. Coast Guard, Marine Resources, Public Safety, State Museum, State Library, State Archives, Arts Commission, Maine Geological Survey, Public Utilities Commission, Energy Office, Turnpike Authority, and MIAC

## Section IV: Points of Contact

### Exercise

Kevin Rousseau, CEM-ME  
Emergency Response Training Coordinator  
State Exercise Officer (SEO)  
Maine Emergency Management Agency  
72 State House Station  
Augusta, ME 04333-0072  
207-620-2414 (cell)  
Kevin.Rousseau@maine.gov

### Training

Michael Grant  
Emergency Response Training Coordinator  
State Training Officer (STO)  
Maine Emergency Management Agency  
72 State House Station  
Augusta, ME 04333-0072  
207-624-4460 (office)  
Michael.F.Grant@maine.gov

### Operations Division

Whitney McKay  
Division Chief, Operations and Response  
Maine Emergency Management Agency  
72 State House Station  
Augusta, ME 04333-0072  
207-624-4443 (office)  
Whitney.Mckay@maine.gov

## Section V: Purpose

In accordance with FEMA's Emergency Management Program Grant (EMPG) and Homeland Security Grant Program (HSGP) guidance, a series of TEPWs were held across the state with the goal to focus attention and lead robust discussion and provide ample opportunities to share resources, training and exercises at all levels to include federal, state and local. The purpose of this MTEP is to document the State's overall training and exercise program priorities that were discussed and identified during the workshops. This is considered to be a living document that can and should be updated and refined on a regular basis. This MTEP identifies the training and exercises that will help Maine's emergency response community to build and sustain the core capabilities needed to address its training and exercise program priorities. This is a collective effort that can only be carried out with the assistance of many federal, state and local partners.

FEMA's EMPG (DHS-18-GPD-042-01-01) guidance for training and exercise are as follows:

- EMPG funds may be used for a range of emergency management-related training activities to enhance the capabilities of state and local emergency management personnel, including establishing, supporting, conducting, and attending training deliveries. Training activities should align to a current, MTEP developed through an annual Training and Exercise Plan Workshop (TEPW) and should reflect efforts to address training capabilities gaps identified throughout the THIRA/SPR processes.
- Exercises conducted with grant funds should test and evaluate performance towards meeting capability targets established in a jurisdiction's THIRA for the core capabilities needed to address its greatest risks. Exercise priorities should align to a current, MTEP developed through an annual TEPW. While there are no minimum exercise requirements for the current fiscal year, FEMA Regional Administrators and State Emergency Management Directors will negotiate an exercise program that addresses capability gaps in the priority areas of logistics, housing and catastrophic planning. These exercises will be included in the EMPG work plan submitted for Regional approval and the State's Training and Exercise Plan.

FEMA's HSGP (NOFO Number DHS-19-GPD-067-00-02) guidance for training and exercise are as follows:

- The Program provides funds to support the implementation of the National Preparedness System (NPS) to address planning, organization, equipment, training, and exercise needs to prevent, prepare for, protect against, and respond to acts of terrorism. SHSP funding can be used to enhance preparedness for other catastrophic events, e.g. hurricanes and wildfires, as long as such use of the funds has a nexus to preventing, preparing for, protecting against, and responding to terrorism, consistent with 6 U.S.C. § 609. SHSP also provides funding to implement initiatives based on capability targets and gaps identified during the THIRA process and assessed in the Stakeholder Preparedness Review (SPR).
- In general, recipients (such as MEMA) should consult with their FEMA HQ Program Analyst prior to making any investment that does not clearly meet the allowable expense criteria. Funding guidelines established within this section support the five mission areas—Prevention, Protection, Mitigation, Response, and Recovery—and



associated core capabilities within the National Preparedness Goal. Allowable investments made in support of the HSGP priorities as well as other capability-enhancing projects must have a nexus to terrorism preparedness and fall into the categories of planning, organization, exercises, training, or equipment, aligned to closing capability gaps or sustaining capabilities identified in the THIRA/SPR. Recipients are encouraged to use grant funds for evaluating grant-funded project effectiveness and return on investment.

Therefore, a primary purpose of the TEPW process is to use this FEMA grant guidance provided to identify and set exercise program priorities and develop the MTEP to meet those priorities in a series of activities as depicted in Figure 1.

#### TEPW Process



Figure 1

This MTEP lays out a combination of progressive exercises – along with the associated training requirements – that address the priorities identified during the above stated THIRA. A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one, until mastery is achieved. Further, by including training requirements in the planning process, Maine emergency management community can address known shortfalls prior to exercising capabilities.

This MTEP will also serve as a complementary document to the State Homeland Security Strategy (SHSS), as well as provide a roadmap for the State of Maine to follow in accomplishing the priorities described in the following sections.

Included in this MTEP is a training and exercise schedule, which provides a graphic illustration of the proposed activities that are scheduled for the years 2019-2021.

## Section VI: Program Priorities and Process

The National Preparedness Goal defines criteria for all communities to be prepared for the threats and hazards that pose the greatest risk to the security of the United States. The Goal identifies 32 distinct activities, called core capabilities, needed to address the greatest risks facing the Nation (Figure 2). The Goal organizes these core capabilities into five mission areas as follows:

- **Prevention:** Prevent, avoid, or stop an imminent, threatened, or actual act of terrorism.
- **Protection:** Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- **Mitigation:** Reduce the loss of life and property by lessening the impact of future disasters.
- **Response:** Respond quickly to save lives; protect property and the environment; and meet basic human needs in the aftermath of an incident.
- **Recovery:** Recover through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by an incident.

### FEMA Mission Areas and Core Capabilities

The Five Mission Areas					
The 32 Core Capabilities	Prevention	Protection	Mitigation	Response	Recovery
	Planning				
	Public Information & Warning				
	Operational Coordination				
	Intelligence & Information Sharing		Community Resilience	Infrastructure Systems	
	Interdiction & Disruption		Long-Term Vulnerability Reduction	Critical Transportation	Economic Recovery
	Screening, Search & Detection		Risk & Disaster Resilience	Environmental Response/Health & Safety	Health & Social Services
	Forensics and Attribution	Access Control & Identity Verification	Threats & Hazards Identification	Facility Management Services	Housing
		Cybersecurity		Fire Management & Suppression	Natural & Cultural Resources

	Physical Protective Measures		Logistics & Supply Chain Management	
	Risk Management for Protection Programs & Activities		Mass Care Services	
	Supply Chain Integrity & Security		Mass Search & Rescue Operations	
			On-scene Security, Protection, and Law Enforcement	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

Figure 2

These mission areas and core capabilities organize the community-wide activities and tasks performed before, during and after disasters into a framework for achieving the goal of not only a secure and resilient nation but a ready and resilient State of Maine. Maine's 2019-2021 MTEP is intended to ensure subsequent work plans meet the needs of the whole.

One of the major planning elements guiding this MTEP is the application of the THIRA/SPR. In the completion of the THIRA process, MEMA utilized data collection to assess the State's capabilities annually. The priorities are linked to corresponding core capabilities based on existing strategic guidance, threat assessments (MEMA THIRA Dec 2018), corrective actions from previous exercises, and other factors.

This capability assessment process uses threats and hazards of concern to the state to establish capability targets for FEMA's 32 Core Capabilities (Figure 2). Using this capability assessment process, MEMA identified opportunities – through collaboration with capability owners as part of THIRA/SPR process – that can either built or sustained through the areas of Planning, Organization, Equipment, Training, and/or Exercise (POETE). A summary of the results is as follows:

**MEMA 2019 THIRA Capability Gaps and Opportunities**

Capability Gaps and Opportunities				
Planning	Organization	Equipment	Training	Exercise
Recovery planning – state, counties, communities	State agency buy-in and ownership	Operational communications – portable towers and generators	Comprehensive recovery training – planning and grant program utilization	Hurricane – response through recovery (debris, evacuation/re-entry, sheltering)
Continuity of operations planning – state, counties, communities, other sectors	Private sector coordination	Operational coordination – Emergency Operation Center (EOC) improvements	Threat and hazard modeling	Adversarial threat – response through recovery
Mass casualty planning – integration of efforts at all levels and sectors	Utilization of force multipliers	Environmental health and safety – hazmat stuff is expensive (sustainment need)	Inclusivity of training/participation from multiple levels and sectors	Both would touch numerous capabilities and gaps
Evacuation planning – namely hurricane evacuation	Multi-jurisdictional swift-water rescue team		Operational coordination – EOC training	
	24/7 and overtime eligibility		Logistics and supply chain management	
			Mass care services – family reunification/assistance and community sheltering	

Figure 3

As discussed in Section V, the TEPW focuses on four primary activities and its associated tasks. The first activity, Identify Factors for Consideration, was completed at the State level during the

THIRA process. The tasks associated with this activity include identifying threats and hazards, identifying validated and non-validated areas for improvement, reviewing external sources and requirements, as well as any other standards and regulations.

### TEPW Process



Figure 4

## Training

Based on the 2018 THIRA/SPR submitted by MEMA, the following factors were indicated as priority areas for training activities and linked to the following core capabilities:

- **Economic Recovery, Health & Social Services, Housing, Natural & Cultural Resources** – Comprehensive Recovery Trainings to include planning and grant program utilization
- **Threat and hazards Identification** – modeling such as HAZUS
- **Planning** – Inclusivity of training/participation from multiple levels and sectors
- **Operational Coordination** – County EOC and State EOC training
- **Logistics and Supply Chain Management** – plans associated with delivering essential commodities, to include updated emergency power and fuel support plans
- **Mass Care Services** – Family reunification/assistance and community sheltering

The State of Maine proposed (P) or has scheduled (S) the the following training for 2019-2021 in response to the THIRA/SPR results:

### MEMA Training Priorities 2019-2021

Basic	Regional	Consortium
(P) G235 Planning	(S) G290 Basic Public Information Officer	(P) G108 Mass Care Services and Emergency Assistance
(P) G703 Resource Management	(S) G775 EOC Operations	(P) G358/MGT 461 Evacuation Planning Strategies and Solutions
(P) G139 Exercise Design	(S) G141 Basic Instructor Skills	(P) MGT 447 Managing Food Emergencies: Strategy for Community Response
(S) G191 ICS/EOC Interface	(P) G205 Recovery	(S) L0930 Integrated Emergency Management Course (IEMC)

Figure 5

## Exercise

Based on the 2018 THIRA/SPR submitted by the state, the following factors were indicated as priority areas for exercise activities and linked to the following core capabilities:

- **Operational Coordination, Logistics and Supply Chain Management, & Mass Care Services** – Hurricane scenario – evacuation/re-entry, debris management, sheltering, and commodity distribution
- **Economic Recovery, Health & Social Services, Housing, Natural & Cultural Resources** – validate all recovery capabilities to include returning economic and business activities to a healthy state
- **Operational coordination, Healthcare and EMS, Mass Care Services** – Adversarial threats and the nexus between prevention and protection capabilities and response capabilities

The State of Maine proposed (P) or has scheduled (S) the following exercises for 2019-2021 in response to the THIRA/SPR results:

### MEMA Exercise Priorities 2019-2021

Federal	State/Regional
(S) 2020 National Level Exercise (NLE) - Cyber	(P) Regional Hurricane Evacuation TTX Series
(S) CANUSLANT Full Scale Exercise (FSE) – Oil Spill	(S) Hazmat Team TTX/FE Series
(S) Piscataqua River Exercise Series FSE – Oil Spill	(S) Maine School Bus Association TTX – Active Threat – Reunification
(S) Portsmouth Naval Shipyard Exercise Series - Comms	(S) Brookfield Dam FE (multiple)– Flood Inundation
	(S) Bates College and Lewiston/Auburn Active Threat TTX
	(P) SEOC FE – Active Threat
	(S) Granite Pine SEOC FE – Cross Border
	(P) Cyber Exercise Series (Seminar, Workshop, & TTX)
	(S) Seabrook Nuclear Plant Exercise – Radiological
	(S) Heart ME Workshop - Cultural Response and Recovery
	(S) Agricultural Fair Directors TTX

Figure 6

## Areas for Improvement and Lessons Learned

Based on 2018 after action reports created by MEMA along with those submitted to MEMA, the following factors were indicated as priority areas for training and exercise activities that are linked specifically to response and recovery mission area core capabilities:

### Response

- Planning efforts for long-term staffing and resource needs can be enhanced to provide clearer guidance on how to address long-duration activations and heightened resource demands.



- Effectively initiating and completing the Federal Disaster Declaration process requires additional education and training opportunities to institutionalize this process at both the state- and county-level.
- State functional exercises highlighted the need to provide additional training opportunities on the formal structures and processes for managing resource requests. Developing and familiarizing staff with these processes will help to make the resource management process more efficient for all types of disasters.
- Improving training and programs for enhancing the use of social media in response to real-world incidents.
- Regular, consistent WebEOC training and validation for MEMA staff and ERT members is key to a smooth initial SEOC activation and sustained operation.
- Create initial standard messaging and ICS forms for likely scenarios that can quickly be implemented at the beginning of incidents.

### **Recovery**

- Continue to engage both active and new recovery stakeholders, both from within state government and amongst other levels of government, non-governmental agencies, and the private sector.
- Collect damage assessment early and often from a variety of partners in all sectors and at all levels of government.
- Promote and support disaster planning initiatives at all levels to increase resiliency state-wide by planning for Disaster Recovery and Continuity of Operations.
- Ensure that messaging before and after a disaster is timely, consistent, and coordinated; support the Joint Information System and Joint Information Center.
- Improve awareness of funding available before and after a disaster, to include funding related to Individual Assistance, Public Assistance, and Hazard Mitigation.
- Strengthen and build partnerships with the private sector to ensure access to critical resources, including fuel and building materials.
- Improve the interoperability of communications between key public and private recovery stakeholders; add increase redundancy to ensure communications are not a barrier to recovery.
- Ensure that re-entry is well-planned and coordinated with both public and private sector stakeholders, especially those responsible for managing critical infrastructure.
- Work amongst state, federal, and non-governmental partners to determine Maine's capacity to house disaster survivors.
- Prioritize the recovery of the four lifeline sectors (communications, transportation, energy, and water) to expedite the recovery for the entire state.

## Section VII: Discussion and Results

The remaining activities of establishing exercise priorities and developing the finalized MTEP were conducted during the five scheduled TEPWs in January and February 2019. Overall, each workshop consisted of reviewing the TEPW purpose, THIRA results and state training and exercise objectives before moving into activities designed to review and discuss state, regional and local priorities.

**TEPW Activity** – Discussion of 2018 lessons learned by all participants with regards to training and exercise needs moving forward and those anticipated to be scheduled for 2019-2021. Below is a summary of the discussion:

### 2018 Lessons Learned and Areas for Improvement

Region	Exercises	Training	Areas for Improvement
<b>Southern Maine</b>	Faith-based seminars; Debris management workshops; School-based scenarios.	Crowdsourcing Awareness; Debris Management Planning; Traditional ICS courses.	Record keeping; SEOC to EOC exercises.
<b>Central Maine</b>	Active threat; Long-term power outages; School-based scenario (active shooter and mass care); Insurance issues; Hazmat.	Debris Management; Basic PIO, Recovery; Exercise Design T-t-T;	Enhance usage of D4H (ex. AAR/IP tracking); SEOC to EOC Drills & Exercises; Earth Exercise; Better document real word for exercise credit; Nursing home focus.
<b>Northern Maine</b>	Natural hazards; Hazmat; Reunification; Comms; Sheltering; infectious diseases; School-based scenario; Access and functional needs; Debris management; Resource management (ex. CPODs); Ice jams and flooding; Active threats.	Debris Management; Sports and Large Event Reunification; WMD.	Include metros in TEPW's; EOC county and local level exercises.
<b>Eastern Maine</b>	Drought; Communications	Communications	Need for flexibility
<b>State &amp; Federal Emergency Response Team</b>	Utility Communications; Energy Issues.	MIAC Workshops; Cultural Resources Planning; Shelter Planning; Points of Distribution.	Data management; Better use of GIS support; Specialized rescue; Housing; Cultural Resources; Tribal Integration.

Figure 7

## EOC Mini-Exercises

Additionally, during three regional TEPW workshops, EOC mini-exercises as proposed by Knox County EMA in 2018 were brought forward for discussion. The proposal included a list of specific mini-EOC exercises and the subsequent level of interest in each is shown in the far-right column. Each participant was asked for their top priorities and the voting results are shown here:

EOC Mini-Exercises			
TYPE	DESCRIPTION	BENEFIT	Level of Interest
Request activation of the EAS	Using a control event, go through steps to launch an alert through the EAS.	Business hour or after-hour variants would allow protocol reinforcement.	9 votes
Enter and Clear Road Closure	Enter and track road closures in WebEOC base on a scenario and work through until roads are re-opened.	Practice using road closures modules and promotes sharing situational awareness and common operating picture.	7 votes
EOC “swap”	Have half of the counties go to another county’s EOC and assist staff. On another day there two same counties reverse the exercise	Increase familiarity with and ability/skill to help at other county EOC’s.	6 votes
Resource Request	Using WebEOC resource catalog and the RM functionality, request a piece of equipment from a county.	Exercises complete process from order to delivery.	6 votes
Delivering Messages by SAT Phone	Provide each county an alpha numeric string character. Ask to have this information called back to a control point (L/L or SAT, or both).	Process familiarizes users with differences between call L/L and other SAT numbers. Also reinforces accurate delivery of somewhat complicated material or data.	5 votes
Share Common Operating Picture	From a brief scenario, create a SITREP using the current SITREP format. Can originate at either state or county.	Reinforces use of a common form to share info. Gets all key agencies “on the same page.”	5 votes
Analog Radio Communication	Using only EOC analog radios, communicate with the State RCC specific requests, briefings, resource locations, etc.	Increases facility with less frequently used radio communication.	4 votes
CPOD	Provide SEOC with estimate of commodities needed. SEOC sources needs, created distribution plan/schedule and communicates back to county EMAs or Metros.	Require SEOC staff to get into FEMA supply stream to UD what is available and when.	4 votes
Request a Specialty Service from an	Process requests at SEOC level for specific activities requested by County or Metros from SEOC ERT agencies (Ex. Engineering inspection	Practices protocol; promotes inter and intra EOC dialogue.	3 votes

<b>ERT Member Agency</b>	for a damages bridge). Variation-process request for an activity requested on a non-ERT agency.		
<b>Post Geo-tagged Photo of Simulated Damage</b>	Acquire a photo of some directed infrastructure, ask to have it geotagged. Forward to SEOC via WebEOC.	Reinforces uses of higher functionality tech in maintaining and communicating situational awareness.	2 votes
<b>Cost Accounting for Mutual Aid</b>	County EOCs send in request for mutual aid equipment. SEOC provides cost calculations for the resource and send them back to the County EOCs.	Practice protocol and promote EOC dialogue.	2 votes
<b>Conduct a Directed Net by Radio</b>	Using MSCOMMNET or any other available radio communications resource, conduct a directed net.	Similar to process used to manage an incident or storm conference call. Reinforces alternate means to conduct this situation awareness building and communication management skills.	2 votes
<b>Make a non-standard request to a Federal Agency</b>	Coordinated in advance by a trusted agent, this free play allows SEOC member to “find the right person/branch/office to make request for non-standard services. (Ex. Federal protective service request for unscheduled VIP).	Promotes lateral thinking and team problem solving.	

Figure 9

## Conclusion

The results of this TEPW series demonstrates the continual need for MEMA and its federal, state, county and local emergency management training partners to plan, develop and undertake a training and exercise program that balances a variety of natural, technical and human-caused hazards with inherently limited resources. This must also be done under the context of this MTEP addressing the requirements of MEMA’s current THIRA as well as training and exercise demands that naturally occur in response to changing conditions and opportunities.

The following training and exercise schedules are meant to capture the intent of the majority of Maine’s emergency management community planned events for the calendar years 2019-2021. State and local level EOC exercises were identified as an area of needed growth and consistency and thus quarterly dates have been proposed. Although not identified on the calendar, a more extensive plan for faith-based seminars and training is currently being evaluated to ensure this topic can be training in 2019 and early 2020. The state will continue to push train-the-trainer courses as the counties continue to become more efficient and effective outlets for traditional ICS courses. It is recognized that GIS tools and support continue to be unutilized state-wide and if not addressed in 2019, we will make space for continued workshops in training on how best to utilize this tool within emergency management and our EOCs.

Section VIII: Appendices<sup>1</sup>

## Appendix A. Maine Multi-Year Training and Exercise Schedule 2019

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>MEMA, Federal and State Partners Exercises (Location)</b>			Granite Pine EOC FE (MEMA, ERT, York)	Agricultural Fair TTX (State)	FSE CANUSLANT Oil/Hazmat (USCG Sector NNE)  USCG SNNE AMSTEP FE  Brookfield Dam FE (State)	Hazmat Team TTX (State)  Bates College TTX (State)  USCG FSE (State)	School Bus Fire FSE (State)  EOC Road Closure Drill (State)	HEART Cultural Resources Workshop (State)	RSF Healthcare TTX (State)	Active Threat EOC FE (State)  EOC Resource Request Drill (State)		
<b>MEMA, Federal and State Partners Training (Location)</b>	G290 PIO Cumberland  MGT-381 Business Continuity (Penobscot)  EM Ops & Rpt (Knox)	ICS 300 (State)  G191 ICS/EOC (Knox)	G141 Instructional Skills (MEMA)  ICS 300 (Oxford)  G402 (Knox)  G402 (Piscataquis)  MGT-403 Access & Functional Needs (Penobscot)  K-12 EOP Cumberland	AWR 228 Community Resilience Cumberland  G775 EOC Ops (MEMA, Penobscot)  ICS 400 (Oxford)  Hazmat Training (Lincoln)	ICS 300 (York)  G775 EOC Operations (York)  MGT405 Faith-based Partners (Penobscot)  G416 COG Planning for Rural (Knox)	ICS 400 (York)	AWR 342 Maturing Pub/ Priv Partnership (CDEMA)  G288 Vol Donation Mgmt Penobscot)  MGT 415 Disaster Recovery for Rural Comms (Sagadahoc	G402 (Oxford)  G202 Debris Mgmt (Penobscot)  G402 (Knox)	FEMA IEMC Class (State)	ICS 300 (State)  Hazmat Training (Lincoln)  MGT317 Disaster Mgmt for Pub Svcs (Knox)	G703 Resource Mgmt (Penobscot)  G191 ICS/EOC (State)  Damage Assessment (Knox)	ICS 400 (State)

<sup>1</sup> Only Large Operations-Based Exercises Shown (Functional Exercise (FE), Full-scale Exercises (FSE)) as well as large-scale TTXs. Does not include numerous regular seminars, workshops, drills and small-scale TTXs.

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Regional Response /Decon Strike Teams</b>						Central Maine Hazmat TTX (MEMA)			Northern Aroostook Hazmat FSE (Aroostook)			
<b>Northern Maine Region (Aroostook, Penobscot and Piscataquis Counties)</b>		PRCC Loss Comms TTX (Penobscot)	UMFK Hazmat TTX (Aroostook)  Flooding TTX (Penobscot)	FE ARESS Comms Canoe Race (Piscataquis)  Ammonia Release TTX (Penobscot)  Active Threat County TTX (Piscataquis)	Glenburn Aviation FSE (Penobscot)  Active Threat County FE (Piscataquis)  Loring Active Shooter FSE (Aroostook)  Wildfire TTX (Penobscot)  Bangor Airport FE (Penobscot)  Bar Harbor FE (Hancock)	Madawaska ARES FE (Aroostook)  11 <sup>th</sup> CST Hazmat TTX (Penobscot)	FE ARC Sheltering Piscataquis)  UMFK Sheltering FSE (Aroostook)  Tropical Storm TTX (Penobscot)	Earth X FE (Piscataquis, Hancock, Waldo)	11 <sup>th</sup> CST Hazmat FSE (Penobscot)  FSE Maine ARES ham radio (Aroostook, Piscataquis)  ARC Sheltering FE (Aroostook)  School Drills (Hancock)  Winter Storm TTX (Penobscot)  Drinking Water TTX (Piscataquis)	FSE Maine SET (Hancock, Aroostook)  Aroostook Infectious Disease FE (Aroostook)  Comm Trailer FE (Piscataquis)  Comm Shelter FE (Knox)  MCI FSE (Knox)	Huber Hazmat FSE (Aroostook)  VA Clinic Caribou Active Shooter FSE (Aroostook)  UMPI Evacuation FSE (Aroostook)  Commodity POD TTX (Penobscot)  Emcomm TTX (Knox)	ARC Shelter FE (Piscat)
<b>Central Maine Region (Franklin, Kennebec, Knox, Oxford, Somerset, Waldo)</b>	Winter Rescue FSE (Knox)	Nursing Home TTX (Knox)		Flooding TTX (Waldo)	Comms FE (Oxford)	Comms FE (Oxford)  Cyber TTX (Waldo)  Hurricane TTX (Waldo)  EMOMM FE (Knox)	Lobster Festival TTX (Knox)  Emcomm FSE (Knox)	Grid X FE (Waldo)  Structure Collapse TTX (Waldo)	School Active Shooter TTX (Waldo)  Disease Outbreak TTX (Waldo)  LTC Facility TTX (Knox)	CPOD TTX (Oxford)  Active Threat TTX (Franklin)	Resource Mgmt TTX (Waldo)  Active Threat TTX (Franklin)	



Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Southern Maine Region (Androscoggin, Cumberland, Lincoln, Sagadahoc, York)</b>				Spring Rain FE (York)  Faith-based Partnership Seminar (CDEMA)	G402 (Sagadahoc)  Shapleigh Dam FE (York)  NEP Recovery Seminar (CDEMA)  Amateur Radio FSE (Lincoln)	POD FSE Sagadahoc  SMRCC Surge FE (CDEMA)	Wildfire TTX (Oxford)	Large Event TTX (Lincoln)  School Active Threat TTX (Lincoln)	National Level Recovery Workshop (Cumberland)  Hazmat FSE (York)	Massabesic Active Shooter FSE (York)  Westbrook School Reunification FSE (CDEMA)  Large Event TTX (Lincoln)		
<b>Eastern Maine Region (Hancock &amp; Washington)</b>				Acadia Transport TTX (Hancock)	BHB Airport FE (Hancock)	Field Day Comms FSE (Hancock, Waldo)  POD TTX (Hancock)					Enbridge TTX (Hancock)	

## Appendix A. Maine Multi-Year Training and Exercise Schedule 2020<sup>2</sup>

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>MEMA, Federal and State Partners <u>Exercises</u> (Location)</b>	Debris Management (State)  EOC EAS Drill (State)	Seabrook TTX (State)	Hurricane Evac TTX Series (State)	Debris Management Workshops (State)	NLE Cyber EOC FE (State)	EOC Sitrep Drill (State)			Seabrook Exercise FE (State)	Housing TTX (State)	Distribution Mgmt Plan TTX (State)	
<b>MEMA, Federal and State Partners <u>Training</u> (Location)</b>	G402 (Piscataquis)  G318 Local Mitigation (Penobscot)  G139 Exercise Des. (State)  EM Ops & Rpt (Knox)		G557 Rapid Assessment (Penobscot)  ICS 300 (State)  G235 Planning (State)	AWR 148 Crisis Management for Schools (Hancock)  G775 EOC Ops (State)  Hazmat Training (Lincoln)	MGT 416 Continuity of Government (Penobscot)  G205 Recovery (State)  G358 Evac. Planning (State)  G191 EOC/ICS (Knox)  G402 (Knox)	MGT 447 Managing Food Emergencies (State)	G402 (Piscataquis)  G205 Recovery (Penobscot)  G108 Mass Care Services (State)	G402 (Knox)	G402 (Oxford)  G191 ICS/EOC Interface (Penobscot)  AWR 148 Crisis Mgmt for Schools (Knox)	MGT 335 Event Security Planning  ICS 400 (State)  Hazmat Training (Lincoln)  G318 Mitigation (Knox)	ICS 300 (Penobscot)  ICS 400 (Penobscot)  G290 PIO (State)  Damage Assessment (Knox)	
<b>Regional Response/ Decon Strike Teams</b>			Southern Maine RRT/DST TTX							Central Maine RRT/DST FSE		
<b>Northern Maine Region (Aroostook, Penobscot and Piscataquis)</b>	UMFK Active Shooter TTX (Aroostook)  Interstate MCI TTX (Penobscot)		Ice Jam TTXs (Piscataquis)  Train Derailment TTX (Penobscot)	FE ARES Canoe Race (Piscataquis)  FE ARC Sheltering (Piscataquis)	FSE Bangor International Airport (Penobscot)  FSE Bar Harbor	FSE Base Camp (Penobscot, Hancock, Waldo)	Mass Gathering TTX (Penobscot)		School Drills (Hancock)  Southern Aroostook Hazmat FSE (Aroostook)	FSE Maine SET (Hancock)  FSE Greenville Train Derailment (Piscataquis)		

<sup>2</sup> Only Large Operations-Based Exercises Shown (Functional Exercise (FE), Full-scale Exercises (FSE)) as well as large-scale TTXs. Does not include numerous regular seminars, workshops, drills and small-scale TTXs.

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
				Ammonia FSE (Penobscot)	Airport (Hancock)  FE ARC Sheltering (Piscataquis)	Hazmat Release TTX (Penobscot)  FE County ARES Comms (Aroostook, Hancock)  S. Aroostook Hazmat TTX (Aroostook)			Drinking Water TTX (Piscataquis)	FSE Maine ARES ham radio (Aroostook, Penobscot, Piscataquis)  POD FE (Penobscot)		
<b>Central Maine Region (Franklin, Kennebec, Knox, Oxford, Somerset, Waldo)</b>	G-290 Basic PIO (Knox)  Forest Fire TTX (Waldo)  Winter Storm TTX (Knox)		Storm TTX (Knox)	EMCOMM FE (Knox)  Hurricane RFO Workshop (Knox)  G-402 Class (Knox)  G-191 ICS/EOC Class (Knox)  Donations Management TTX (Waldo)	CPOD FSE (Oxford)  Shelter TTX (Oxford)  NABF EAP TTX (Knox)	Logistics TTX (Waldo)  Emcomm FSE (Knox)	Lobster Festival TTX (Knox)  Airshow TTX (Knox)  LTC Facility FE (Knox)	G-402 Class (Knox)  LTC FSE (Oxford)  Shelter FSE (Oxford)		MCI FSE (Knox)  Long-term Care FSE (Oxford)  Emcomm TTX (Knox)  Winter Storm TTXs (Rockland)	Rumford Power TTX (Oxford)	
<b>Southern Maine Region (Androscoggin Cumberland, Lincoln, Sagadahoc, York)</b>			Jail Evacuation TTX (Lincoln)  School Reunification TTX (Franklin)	Gorham Police TTX (Cumberland)  School Reunification TTX (Franklin)	G-402 (Sagadahoc)	Gorham Police FSE (Cumberland)			Seabrook Full Scale Exercise (State)	Portland Jetport TTX (Cumberland)		

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Eastern Maine Region (Hancock & Washington)					BHB Airport FSE (Hancock)	Field Day Comms Exercise (Hancock, Waldo)						

## Appendix A. Maine Multi-Year Training and Exercise Schedule 2021<sup>3</sup>

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>MEMA, Federal and State Partners Exercises (Location)</b>	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	TBD Based Off 2020 THIRA/SPR	
<b>MEMA, Federal and State Partners Training (Location)</b>	G402 (Piscataquis)  G548 COOP TTT (Penobscot)  G139 Exercise Design (Knox)  EM Ops & Rpt (Knox)		G141 Instructional Skills (Penobscot)  G290 PIO (State)	ICS 300 (State)  G402 (Knox)	G146 HSEEP (Penobscot)  G775 EOC Ops (State)		G402 (Piscataquis)  L449 ICS TTT (Penobscot)	G402 (Knox)	G402 (Oxford)  G290 PIO (Penobscot)  G290 PIO (Knox)	ICS 400 (State)  G191 EOC/ICS (State)  Damage Assessment (Waldo)	MGT-310 THIRA (Penobscot)  MGT-414 Critical Infrastructure (Penobscot)	
<b>Regional Response Teams / Decon Strike Teams</b>				Southern Maine RRT/DST FSE								
<b>Northern Maine Region (Aroostook, Penobscot and Piscataquis)</b>	POD TTX (Penobscot)		Ice Jam TTX (Piscataquis)  Cyber TTX (Penobscot)	ARES Canoe Race FE (Piscataquis)  Cold Brook Hazmat FSE (Penobscot)	Fuel Storage TTX (Penobscot)	Central Aroostook Hazmat TTX (Aroostook)	Structure Collapse TTX (Penobscot)		Central Aroostook FSE (Aroostook)  Drinking Water TTX (Piscataquis)	ARES Ham Radio FSE (Piscataquis)  Commodity POD FSE (Penobscot)		
<b>Central Maine Region</b>				Tornado FE (Franklin)				LTC TTX (Oxford)		LTC FSE (Oxford)	Rumford Power (TTX)	

<sup>3</sup> Only Large Operations-Based Exercises Shown (Functional Exercise (FE), Full-scale Exercises (FSE)) as well as large-scale TTXs. Does not include numerous regular seminars, workshops, drills and small-scale TTXs.

Organization	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
(Franklin, Kennebec, Knox, Oxford, Somerset, Waldo)												
Southern Maine Region (Androscoggin Cumberland, Lincoln, Sagadahoc, York)												
Eastern Maine Region (Hancock & Washington)					BHB Airport TTX (Hancock)	Field Day Comms FSE (Hancock, Waldo)						



## Appendix B. State of Maine Exercise Policy

### Number of Exercises Required in EMPG

All EMPG State grantees will develop and maintain a progressive exercise program consistent with the National Exercise Program Base Plan, to include the planning and conduct of no less than four quarterly exercises (one exercise per quarter) of any type (e.g., Drills, Tabletop Exercises, Functional), and one full-scale exercise within a 12-month period beginning on the date of the grant award. In addition, all EMPG-funded personnel at both the State and county levels shall participate in no less than three exercises in a 12-month period. *Real world events can count towards meeting this requirement upon approval from MEMA (for county-level events) or FEMA (for state-level events).* *(Note: This is an obsolete requirement and will be addressed in the 2019 re-write of this policy).*

Exercises conducted with FEMA support should be managed and executed in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP Guidance for exercise design, development, conduct, evaluation, and improvement planning is located at [https://www.fema.gov/media-library-data/1555008381091-144e7470ec5e1958d6ad5e103c0825ad/FY\\_2019\\_HSGP\\_NOFO\\_FINAL\\_508.pdf](https://www.fema.gov/media-library-data/1555008381091-144e7470ec5e1958d6ad5e103c0825ad/FY_2019_HSGP_NOFO_FINAL_508.pdf). Useful exercise templates and tools are available <https://hseep.preptoolkit.org/>.

### Allowable Exercise Related Costs

- Expenses related to convening an Exercise Planning Workshop
  - Costs related to planning
  - Meeting space and other meeting costs
  - Facilitation costs
  - Materials and supplies
  - Travel and exercise plan development
- Hiring a full-time staff person to support exercise activities (State only)
  - The services of contractors/consultants may also be procured by the state in the design, development, conduct and evaluation of exercises. The applicant's formal written procurement policy or Federal Acquisition Regulations must be followed.
- Backfill/Overtime for first responders (including part time/volunteers) and exercise management personnel involved in the **design, planning and conduct** (Controllers/Evaluators) of exercises.
  - In no case is dual compensation allowable
  - *Backfill/OT for participating first responders is limited to staffing required to maintain continuity of community emergency response.*

***Reimbursement for Backfill/OT will be submitted to MEMA using the MEMA Backfill/OT reimbursement form (attachment A)***

Travel associated with **design, planning and conduct** of exercises.

- Airfare, mileage, per diem, hotel, etc. are allowable expenses by employees who are on travel status for official business related to the **design, planning and conduct** (Controllers/Evaluators) of exercise projects.
- Exercise supplies.
  - Supplies are items that are expended or consumed during the course of the **design, planning and conduct of operations based exercises.**
  - Copying paper, gloves, tape, non-sterile masks, etc.

- Disposable items actually used during the exercise.
- Fuel consumed during course of exercise
- Rehabilitation and refreshments consumed **during the actual conduct** of the exercise as part of the Incident Action Plan.

***Fuel consumed during the exercise may be by mileage or hourly use. All vehicle/equipment reimbursement requests will be submitted using FEMA Form 90-125 (attachment C) in accordance with FEMA's Schedule of Equipment Rates (attachment D)***

- Costs related to implementation of the Homeland Security Exercise and Evaluation Program to include the reporting of scheduled exercises and the tracking and reporting of after action reports and corrective actions from exercises
- Other costs related to **design, planning and conduct** of exercise activities to include **discussion based exercises**.
  - Include rental of space/location fees.
  - Exercise documentation costs
  - Exercise signs
  - Badges, etc.
  - Port-o- potties
  - Event insurance

***All exercise expense reimbursement requests will be submitted using the MEMA Exercise Expense Worksheet (attachment B)***

- Unauthorized exercise related costs include reimbursement for the maintenance and/or wear and tear of costs of general use vehicles (e.g., construction vehicles) and emergency response apparatus (e.g., fire trucks, ambulances). Equipment that is purchased for permanent installation and/or use, beyond the scope of exercise conduct such as electronic messaging signs, etc.

### **Exercise Requirements**

All exercises using HSGP funding must be NIMS compliant.

The scenarios used in HSGP-funded exercises must focus on testing capabilities, must be large enough in scope and size to exercise multiple activities and warrant involvement from multiple jurisdictions and disciplines and non-governmental organizations, and take into account the needs and requirements for individuals with disabilities. Exercise scenarios should align with priorities and capabilities identified in the Multi-year Training and Exercise Plan.

### **Role of Non-Governmental Entities in Exercises.**

Non-governmental participation in all levels of exercises is strongly encouraged. Leaders from non-governmental entities should be included in the planning, conduct, and evaluation of an exercise. County, local, and tribal, jurisdictions are encouraged to develop exercises that test the integration and use of nongovernmental resources provided by non-governmental entities, defined as the private sector and private non-profit, faith-based, community, children, the elderly pregnant women, individuals with disabilities, volunteer, and other non-governmental organizations. Nongovernmental participation in exercises should be coordinated with the local Citizen Corps Council(s) or their equivalent and other partner agencies.

Costs associated with the design, development, and conduct of exercises specifically designed for non-governmental entities and/or the general public to support the citizen/volunteer component of emergency responder exercises are supportable. These costs can include recruiting, preparing, tracking, supporting, and debriefing citizens regarding their role in the exercise. Exercises should ensure that citizens, including citizens with disabilities, and special needs populations, participate in all phases of emergency responder exercises, to include planning, implementation, and after-action review.

**Grantees must develop After Action Report/Improvement Plans (AAR/IPs) following the completion of exercises funded under this program. County EMAs are encouraged to incorporate the findings of the AAR/IP into their annual workplan. *An approved HSEEP/MEMA template for the AAR/IP must be used for submission. It is located as Attachment E or can be downloaded at: <https://hseep.preptoolkit.org/ImprovePlan.html>***

**Final AAR/IPs will be submitted to MEMA within 90 days to the Exercise Coordinator:**

Kevin Rousseau, CEM-ME  
Maine Emergency Management Agency  
72 State House Station  
Augusta, ME 04333-0072  
(207) 624-4410 (office)  
[kevin.rousseau@maine.gov](mailto:kevin.rousseau@maine.gov)