



Maine Emergency Management Agency

State Integrated Preparedness Plan

2022-2024

July 2023



Section 1: Introduction

1.1 Table of Contents

- Section 1: Introduction1
 - 1.1 Table of Contents1
 - 1.2 Integrated Preparedness Plan Planning Team2
- Section 2: Purpose, Maintenance, and Considerations3
 - 2.1 Purpose.....3
 - 2.2 Maintenance.....3
 - 2.3 Preparedness Activity Considerations.....3
- Section 3: Preparedness Priorities6
 - 3.1 Preparedness Priorities6
 - 3.2 Preparedness Priority: Operational Coordination.....6
 - 3.3 Preparedness Priority: Operational Communications.....8
 - 3.4 Preparedness Priority: Public Information and Warning9
 - 3.5 Preparedness Priority: Planning 11
 - 3.6 Preparedness Priority: Cybersecurity 13
- Section 4: Program Reporting 15
 - 4.1 Program Reporting 15
- Section 5: Integrated Preparedness Activity Schedule July 2022 – December 2024 16
 - 5.1 2022 Quarter 3: July - September 16
 - 5.2 2022 Quarter 4: October – December..... 18
 - 5.3 2023 Quarter 1: January - March 20
 - 5.4 2023 Quarter 2: April - June 22
 - 5.5 2023 Quarter 3: July - September 24
 - 5.6 2023 Quarter 4: October - December 26
 - 5.7 2024 Quarter 1: January - March 28
 - 5.8 2024 Quarter 2: April - June 30
 - 5.9 2024 Quarter 3: July - September 32
 - 5.10 2024 Quarter 4: October - December 34

1.2 Integrated Preparedness Plan Planning Team

Training:

Jesse Farnham
State Training Officer
Maine Emergency Management Agency
(207) 215-2765
Jesse.farnham@maine.gov

Planning:

Jonathan Ross
Senior Planner
Maine Emergency Management Agency
(207) 620-0648
Jonathan.ross@maine.gov

Operations:

Steven Mallory
Director of Operations and Response/SWIC
Maine Emergency Management Agency
(207) 624-4476
Steven.H.Mallory@maine.gov

Homeland Security:

Daisy Mueller
CIKR/Cybersecurity
Maine Emergency Management Agency
(207) 215-9402
Daisy.Mueller@maine.gov

Communications:

Garrett Buzzell
Communications Manager
Maine Emergency Management Agency
(207) 624-4443
Garrett.buzzell@maine.gov

Exercise:

Deborah Lord
State Exercise Officer
Maine Emergency Management Agency
(207) 624-4473
Deborah.j.lord@maine.gov

EMPG:

Maria Hobbs
EMPG Grant Manager
Maine Emergency Management Agency
(207) 530-1446
Maria.hobbs@maine.gov

Recovery:

Anne Fuchs
Director of Mitigation, Planning & Recovery
Maine Emergency Management Agency
(207) 557-3669
Anne.P.Fuchs@maine.gov

HSGP:

Stephanie Buzzell
HSGP Grant Manager
Maine Emergency Management Agency
(207) 458-2808
Stephanie.buzzell@maine.gov

Section 2: Purpose, Maintenance, and Considerations

2.1 Purpose

The State of Maine Integrated Preparedness Plan (IPP) outlines a state preparedness program designed to build and sustain response and recovery capabilities while tailoring them to the state's unique needs. The purpose of the document is to highlight the processes necessary to strengthen core capabilities that will empower stakeholders across jurisdictions to protect against, mitigate the effects of, respond to, and recover from impacts and consequences produced by relevant threats and hazards. The Maine Emergency Management Agency (MEMA) Preparedness Program employs a progressive, analytical approach that combines all hazard planning, training, and exercise to enhance Maine's overall preparedness capabilities.

The IPP identifies Maine's threats, hazards, and risks along with other internal and external factors which influence the preparedness priorities for CY 2022-2024. Identified Preparedness Priorities, corresponding capabilities, and rationale are included in the IPP with calendars outlining all identified preparedness activities.

Though this plan is maintained by MEMA, the IPP provides the roadmap for how the emergency management network in Maine will accomplish the state's preparedness goals. Maine has pursued a coordinated approach that combines planning, organizational adjustments, new equipment purchases, innovative training, and realistic exercises to strengthen Maine's prevention, protection, response, recovery, and mitigation mission capabilities.

2.2 Maintenance

The IPP is designed to be a living document that will be updated and revised annually in alignment with the Maine Comprehensive Emergency Management Plan (CEMP) Maintenance, Revision, and Evaluation Schedule, or as needed. This maintenance process provides the necessary continuous improvement of our community's ability to build, sustain, and deliver capabilities. Integrated Preparedness Plan Workshops (IPPW) that engage statewide stakeholders will be facilitated by MEMA staff in the second quarter of each calendar year, allowing the information and data from ongoing assessment processes, after-action reviews (AAR), and other relevant preparedness functions to be incorporated into revisions and updates.

2.3 Preparedness Activity Considerations

The IPP establishes priorities and goals that will guide state efforts to build, improve, and sustain capabilities across Mission Areas and the corresponding Core Capabilities required to address the threats and hazards deemed most likely to impact the state.

To facilitate a comprehensive approach, key members of MEMA staff were brought together, forming the IPP Planning Team. Preparedness Priorities were developed by the Team through a deliberate planning process in which relevant data and documents were reviewed. A thorough review of state risk assessment results, THIRA/SPR assessment results, the State Homeland Security Strategy, sub-recipient grant applications, COVID-19 AAR, and other preparedness resources provided a wide array of

activities, initiatives, and projects that were prioritized for consideration in development of Maine's Preparedness Priorities.

Results of these reviews were analyzed and organized for presentation at the annual State of Maine Integrated Preparedness Planning Workshop, held virtually in August 2022. Attendees included twenty-one MEMA staff, sixteen County Emergency Management Agency (EMA) staff members representing eleven of the sixteen County EMA's, and a FEMA Integration Team (FIT) Member. The culmination of the IPPW produced the following five Preparedness Priorities.

- Operational Coordination
- Operational Communications
- Public Information and Warning
- Planning
- Cybersecurity

Another series of planning meetings and workshops were held in the first quarter of CY 2023 to facilitate an extension of the existing CY 2022 Maine State IPP. As a component of a new preparedness initiative, the 2022 Maine State IPP needed to be extended through CY 2024 to align with the priorities, objectives, and proposed schedule of the new initiative.

a. Threats, Hazards, and Risks

The planning process began by identifying the top potential threats and hazards that could impact the state of Maine. To inform the identification of these threats and hazards, MEMA considered multiple sources, including results of a statewide risk assessment conducted in 2018, results from the 2022 THIRA/SPR assessment process, and an IPPW survey disseminated to external partners.

The following threats and hazards and their associated consequences pose the greatest risk to the state. The consequences of these threats and hazards span the entire state and pose considerable risk to multiple stakeholders across state, local, tribal, and territorial (SLTT) jurisdictions. These threats, hazards, and risks were confirmed by partners and stakeholders during the 2022 IPPW and 2023 planning meetings and workshops.

- Flooding
- Severe Summer Weather
- Severe Winter Weather
- Hazmat – Transportation
- Cyber Threats

b. Capability Assessments, Corrective Actions, and Improvement Plans

The following assessments, plans, and corrective action processes provided data and information that informed the development of preparedness priorities and overall IPP planning process.

- ME CEMP
- 2022 THIRA/SPR
- 2018 State Risk Assessment

- MEMA Strategic Plan 2023-2027
- Maine State Homeland Security Strategy 2023-2025
- Comprehensive COVID-19 AAR
 - Part 1: MEMA internal review
 - Part 2: External partners
- Development process for new risk and capability assessment tool
 - Design to produce relevant IPP data across jurisdictions and stakeholders
 - Comprehensive understanding of threats, hazards, consequences, impacts and capabilities to develop deliberate courses of action
 - Gap identification through a deliberate process and categorized by POETE (planning, organization, equipment, training, and exercise) areas

c. External Sources and Requirements

Several external sources were used throughout the planning process. Understanding the needs of external partners and stakeholders, their current capabilities, and future preparedness efforts were considered when developing the preparedness priorities and program activities. The following resources provided detailed and relevant information during the planning process.

- 2022 Statewide IPPW
- 2022 IPPW survey
- 2023 IPP planning meetings and worksheets
- EMPG grant applications
- HSGP grant applications
- County EMA risk and capability assessments
- County Integrated Preparedness Plans
- MEMA Statewide Training, Exercise, and Planning Tracker

d. Accreditation Standards and Regulations

All IPP activities, plans, policies, and procedures are conducted and created or revised to align with Emergency Management Accreditation Program (EMAP) standards.

Section 3: Preparedness Priorities

3.1 Preparedness Priorities

A comprehensive review of preparedness documents yielded a group of activities that will continue to sustain current capabilities while seeking to expand and build capability levels across Mission Areas and increase resiliency throughout the state. The preparedness priorities were informed through an analytical approach to evaluating the State's current readiness and future goals for preparedness.

Preparedness Priorities
Operational Coordination
Operational Communications
Public Information and Warning
Planning
Cybersecurity

3.2 Preparedness Priority: Operational Coordination

Coordination of efforts is an operational priority when responding to and recovering from disasters and requires a unified effort across organizations. The ability to provide an effective and efficient response and recovery process necessitates operational coordination across organizations in affected sectors and jurisdictions. The need for effective operational coordination was highlighted by the COVID-19 response and recovery effort, where effective, coordinated actions across all sectors were required to meet the demands of the incident.

Resources reviewed throughout the planning process highlighted opportunities to improve operational coordination capabilities. Concurrently, steady state operations have seen an increase in demand for technical assistance and coordination among stakeholders, specifically within the Community Lifeline sectors. MEMA continues to prioritize efforts to increase coordination capabilities as it facilitates preparedness activities across SLTT jurisdictions and stakeholder groups.

a. Corresponding Capabilities

- Planning
- Public Information and Warning
- Operational Coordination
- Intelligence and Information Sharing
- Cybersecurity
- Logistics and Supply Chain Management
- Mass Care Services
- Operational Communications
- Infrastructure Systems

- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resources

b. Rationale

The following reference items and resources provided information in developing the operational coordination preparedness priority.

- MEMA Strategic Plan 2023-2027
- ME State Homeland Security Strategy 2023-2025
- 2022 IPPW Survey
- 2022 IPPW
- 2022 THIRA/SPR
- County Capabilities Assessments
- 2022 NIMS Survey
- COVID-19 AAR
- 2022 Logistics and Capability Assessment Tool II (LCAT II) Final Report
- 2023 State IPP Worksheet

c. Planning Factors

Plans listed below are scheduled for review and revision or updates; reference the Integrated Preparedness Schedule section for a complete list of planning activities. Of note, a priority function of the preparedness program at MEMA is to provide planning and assessment technical assistance to partners across jurisdictions and sectors.

- ME CEMP Emergency Operation Plan – Base Plan
- ME CEMP Emergency Support Function Annex - ESF-5: Information and Planning (State Emergency Operations Center (SEOC) policies and procedures)
- ME CEMP Emergency Support Function Annex - ESF-7: Logistics (Distribution Management Plan)
- ME Interagency Disaster Recovery Plan (IDRP) – Base Plan
- County EMA and municipal Emergency Operations Plans
- State and County Continuity of Operations (COOP) Plans

d. Organization and Equipment Factors

Staff turnover in several organizations across jurisdictions has been a considerable factor in sustaining and building operational coordination capabilities. Training and exercising new staff at all levels of government is an identified gap and significant priority. Multiple County EMA's have opened or are constructing new facilities, and their staff will need training and exercising on any new equipment included in these projects.

Impacts to staffing in the private and non-profit/non-governmental organization sectors have been a consideration as well. Like several governmental organizations, newly onboarded staff will need to be trained on existing plans, policies, and procedures. Innovative, cross-

disciplinary exercises will allow the state to validate and test operational coordination activities.

Maine currently coordinates its operational coordination efforts through the WebEOC incident management system. Opportunities for upgrading and expanding the system have been identified and a corrective action plan is under development. Internally, MEMA is scoping several updates to the platform, including resource inventory boards and updates to expand interoperability and situational awareness capabilities across jurisdictions.

e. Supporting Training Courses and Exercises

See Integrated Preparedness Schedule section for detailed training and exercise information categorized by preparedness priority areas and calendar year quarters.

3.3 Preparedness Priority: Operational Communications

Ensuring the capacity for timely communications between response and recovery stakeholders is required to effectively inform and coordinate activities. Actionable situational awareness and information about current operating conditions allow for the formation of deliberate, effective mission goals and objectives. Facilitation of effective operational communication requires constant maintenance of equipment, development and revision of plans, training, and regular testing of equipment and procedures.

Stakeholders across the state identified opportunities to close gaps in operational communications capabilities. From updating and maintaining equipment to developing coordinated communication plans with partners across the state and internationally, operational communications projects and activities provide the mechanisms that allow for interoperability and operational coordination. These systems also provide the platforms for steady state redundant communication systems, ensuring that the state has a resilient, reliable communication network for partners to facilitate coordinated efforts no matter the situation.

a. Corresponding Capabilities

- Operational Communications
- Operational Coordination
- Intelligence and Information Sharing
- Planning
- Situational Assessment

b. Rationale

The following reference items and resources provided information in developing the operational communications preparedness priority.

- MEMA Strategic Plan 2023-2027
- ME State Homeland Security Strategy 2023-2025
- 2022 IPPW Survey
- 2022 IPPW
- 2022 THIRA/SPR
- County Capability Assessments

- 2022 NIMS Survey
- COVID-19 AAR
- Federal Strategic Plans
- Maine Climate Council: Equity Subcommittee
- The State and Territory Markers: Growth and Interoperability Maturity from FY19-21 (CISA)
- National Emergency Communications Plan (NECP)
- 2023 State IPP Worksheet

c. Planning Factors

Plans listed below are scheduled for review and revision or updates, see the Integrated Preparedness Schedule section for a complete list of planning activities.

- ME CEMP Emergency Support Function Annex - ESF-2: Communications
 - State of Maine Tactical Interoperable Communications Plan
 - Maine CONOPS Plan
 - Aviation Emergency Operations Plans
 - Maine State Emergency Alert System Plan
 - Maine State Communication Interoperability Plan (SCIP)
- County EMA operations and communications plans

d. Organization and Equipment Factors

Maine is undertaking efforts to develop a qualified force of Communications Unit Leaders (COML's) and Communications Technicians (COMT's). A COMT program is currently being constructed, in support of State's National Qualification System implementation. The State is also striving to equip a Mobile Communications Trailer, which will have a designated Communications Unit in need of training and validating capabilities on new equipment. County EMAs continue to maintain equipment and build communication capabilities within their jurisdictions and with municipal partners.

e. Supporting Training Courses and Exercises

See Integrated Preparedness Schedule section for detailed training and exercise information categorized by preparedness priority areas and calendar year quarters.

3.4 Preparedness Priority: Public Information and Warning

The delivery of coordinated reliable, and actionable information to emergency managers and the constituents they serve remains a priority of the state's preparedness program. Using clear, consistent, accessible, and culturally and linguistically appropriate methods to communicate with the public leads to a more resilient, better informed whole community before, during, and after disasters. Stakeholders prioritize regular testing and maintenance of indication and warning systems while also conducting robust public information and outreach programs that educate and prepare community members and partner organizations.

From critical lifesaving and life sustaining information during an event to messaging about assistance opportunities during the recovery process, the need for reliable, accurate public information and warning capabilities are an often-discussed subject in assessment processes. Reviews of documentation and

discussions highlighted the need to sustain our current public information and warning capabilities and continuously develop new methods to pass both key information to the public before, during, and after disasters.

a. Corresponding Capabilities

- Planning
- Public Information and Warning
- Operational Coordination
- Intelligence and Information Sharing
- Cybersecurity
- Community Resilience
- Long-Term Vulnerability Reduction
- Infrastructure Systems
- Critical Transportation
- Mass Care Services
- Operational Communications
- Situational Assessment
- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resource

b. Rationale

The following reference items and resources provided information in developing the public information and warning preparedness priority.

- MEMA Strategic Plan 2023-2027
- ME State Homeland Security Strategy 2023-2025
- 2022 IPPW Survey
- 2022 IPPW
- 2022 THIRA/SPR
- County Capabilities Assessments
- 2022 NIMS Survey
- COVID-19 AAR
- NECP Guidance
- Federal Strategic Plans
- Maine Climate Council: Equity Subcommittee
- National Emergency Communications Plan (NECP) Guidance
- 2023 State IPP Worksheet

c. Planning Factors

Plans listed below are scheduled for review and revision or updates, see the Integrated Preparedness Schedule section for a complete list of planning activities.

- ME CEMP Emergency Support Function Annex - ESF-2: Communications
- ME CEMP Emergency Support Function Annex - ESF-5: Information and Planning

- ME CEMP Emergency Support Function Annex - ESF-15: Public Affairs

d. Organization and Equipment Factors

Staff turnover has been a factor in public information and warning positions across organizations. New staff will require training and exercising of systems, equipment, and validating of capabilities to perform these functions.

Communications staff across organizations continue to prioritize the maintenance and regular testing of systems and networks. As new technologies and systems develop, MEMA will provide the necessary coordination to ensure capabilities continue to be maintained and built. The above-mentioned staffing turnover is also a consideration for emergency messaging, outreach and public education.

e. Supporting Training Courses and Exercises

See Integrated Preparedness Schedule section for detailed training and exercise information categorized by preparedness priority areas and calendar year quarters.

3.5 Preparedness Priority: Planning

Planning is a key function and foundational element of preparedness programs. Engagement with the whole community in plan development, plan revision, and plan update processes produce adequately informed and actionable plans that inform the activities of the many organizations and partners required for response and recovery activities. Vertical and horizontal plan integration across SLTT stakeholder organizations and with our federal partners continues to be a priority as it supports the sustainment and building of several core capabilities across emergency management partners in Maine.

Another priority in planning efforts is providing planning technical assistance and facilitating risk and capability assessments across organizations and jurisdictions. These assessments provide valuable data that inform an analytical approach to plan development and are essential tools in producing relevant and actionable plans. Through meetings, workshops, and directed outreach, the state will continue a comprehensive approach to sustaining current planning capabilities and is always seeking new methodologies and activities that will increase plan integration and preparedness capabilities across partner organizations.

a. Corresponding Capabilities

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Threats and Hazards Identification
- Situational Assessment
- Threats and Hazards Identification
- Critical Transportation

b. Rationale

The following reference items and resources provided information in developing the planning preparedness priority.

- MEMA Strategic Plan 2023-2027
- ME State Homeland Security Strategy 2023-2025
- 2022 IPPW Survey
- 2022 IPPW
- 2022 THIRA/SPR
- County Capabilities Assessments
- 2022 NIMS Survey
- COVID-19 AAR
- NECP Guidance
- Federal Strategic Plans
- Maine Climate Council: Equity Subcommittee
- 2023 State IPP Worksheet

c. Planning Factors

The focus for the planning preparedness priority is plan integration and assessments. Lessons learned from the COVID-19 response and recovery effort exposed the need to promote greater integration and understanding of operational plans between stakeholders. A recently created risk and capability assessment tool/process will also be implemented in efforts to standardize and progress the use of data, including GIS, in future planning activities. See the Integrated Preparedness section for a complete list of planning activities.

d. Organization and Equipment Factors

Staff turnover, new hires, and lessons learned from the COVID-19 response and recovery effort all highlight the need for staff to be trained on the plans, policies, and procedures of their respective organizations.

The State is currently exploring options to adopt a modernized, web-based planning platform. This resource will provide critical capabilities to revise and develop plans with efficiency and effectiveness. The platform will also provide a method to increase the integration of plans across organizations throughout the state by providing a single repository of plans and documents that can be accessed by stakeholders and organizations across the state.

e. Supporting Training Courses and Exercises

See Integrated Preparedness Schedule section for detailed training and exercise information categorized by preparedness priority areas and calendar year quarters.

3.6 Preparedness Priority: Cybersecurity

Across infrastructure sectors, Community Lifelines, and emergency management organizations, cybersecurity continues to be a significant concern. While some partners have developed mitigation and protection strategies, cybersecurity remains a priority in the state's preparedness program. From vulnerability assessments, to plan development, to training and exercise, nearly all stakeholders across the state communicated the need to emphasize identification of vulnerabilities and development of strategies to address the potential or actual consequences of cyber-attacks.

The state's preparedness strategy includes a coordinated approach to cyber planning, leveraging the experience and resources of partners across SLTT organizations that have planned training and exercise activities to increase knowledge and test capabilities. Maine will continue to leverage the support of federal partners to provide expert technical assistance and critical resources to sustain and build cybersecurity capabilities.

a. Corresponding Capabilities

- Cybersecurity
- Planning
- Public Information and Warning
- Operational Coordination
- Intelligence and Information Sharing
- Infrastructure Systems
- Threats and Hazards Identification
- Situational Assessment
- Threats and Hazards Identification
- Risk Management for Protection Programs and Activities

b. Rationale

The following reference items and resources provided information in developing the cybersecurity preparedness priority.

- MEMA Strategic Plan 2023-2027
- ME State Homeland Security Strategy 2023-2025
- 2022 IPPW Survey
- 2022 IPPW
- 2022 THIRA/SPR
- County Capabilities Assessments
- 2022 NIMS Survey
- 2023 State IPP Worksheet

c. Planning Factors

Coordinated by the Maine Office of Information and Technology (Maine IT), partners across the state have begun a cyber risk assessment process that will inform future activities toward

developing comprehensive, statewide cybersecurity plans. Leveraging technical assistance, templates, and other resource, Maine will strive to develop integrated strategies and policies aimed at decreasing cyber vulnerabilities and building response and disaster recovery capabilities.

d. Organization and Equipment Factors

Cybersecurity activities require highly specialized training and skills. Organizations in Maine and across the country continue to struggle with hiring and retaining trained staff with the knowledge and skills necessary to meet needs.

Hardware and software required for cyber activities is constantly evolving. The State and stakeholders will continue to maintain equipment and upgrade systems when resources are available. Ongoing efforts continue to promote the need to prioritize cybersecurity equipment and upgrades to meet the challenges faced by an ever-evolving threat.

e. Supporting Training Courses and Exercises

See Integrated Preparedness Schedule section for detailed training and exercise information categorized by preparedness priority areas and calendar year quarters.

Section 4: Program Reporting

4.1 Program Reporting

By continuously monitoring improvement actions, MEMA will regularly examine capabilities to ensure they are sufficient, accurate, and effective to handle the threats, hazards, and risks facing the state and can inform future Integrated Preparedness Cycle activities. Program reporting is completed by use of a database (Training, Exercise, and Planning Tracker) that is managed by MEMA and accessible to external stakeholders. This database tracks the training, exercise, and planning activities of both internal efforts and those of external stakeholders across the state. The collection of After-Action Reviews and Improvement Plans following any exercise or real-world incident is also managed by MEMA and a component of this database.

For training and exercises, the database collects the following information:

- Month of Activity
- Jurisdictional Lead
- HSEEP Activity Type
- Activity Name
- Location
- Point of Contact
- Primary Core Capability attributed to activity
- Activity Status
- Funding Source
- Number of People Trained
- Remarks or pertinent notes

A new process for plan review and documentation is currently in development and will be adopted into the existing database referenced above, following a similar format (where applicable) for information requirements.

Through engagement with stakeholders, and referencing relevant plans, prioritization of activities is determined. Monitoring and tracking the progress of preparedness activities is performed through a review of grant applications, stakeholder IPPs, workplans, assessment processes such as the THIRA/SPR, and scheduled updates to the Training, Exercise, and Planning Tracker.

Section 5: Integrated Preparedness Activity Schedule

5.1 2022 Quarter 3: July - September

Activity	Priority 1 Operational Coordination	Priority 2 Operational Communications	Priority 3 Public Info and Warning	Priority 4 Planning	Priority 5 Cybersecurity
Planning		-NIMS survey prep (MEMA) -SECC Board Meeting (MEMA)		-THIRA/SPR prep (MEMA) -DMP (ESF7) planning (MEMA) -State COOP/COG planning (MEMA)	
Organization	-Onboarding new hires & duty officers (MEMA)	-COMT program development (MEMA)			
Equipment	-State EOC equipment upgrade (MEMA)	-State Mobile Command Trailer buildout prep (MEMA) -EOC buildout (Waldo)			
Training	-ICS 300 (MEMA) -L 101 (CDEMA) -G 402: (Multiple)	-Web EOC training (MEMA)	-IS 247 -IS 251 (MEMA) -G 290 (PNEMA) -RAVE Training (YKEMA)	-Planning TA (MEMA)	

<p>Exercise</p>	<ul style="list-style-type: none"> -IMT TTX (YKEMA) -COVID 19 AAR (MEMA) -Skowhegan FD/ MENG CST FSE -Long Term Power Outage Workshop (LNEMA/SCEMA) 	<ul style="list-style-type: none"> -Communications Drill (Statewide) 	<ul style="list-style-type: none"> -IPAWS Test (MEMA) -RAVE workshop (YKEMA) -EAS Testing (MEMA) 	<ul style="list-style-type: none"> -Maine Partners in Emergency Preparedness Conference (MEMA) 	
------------------------	---	---	---	---	--

2022 Quarter 4: October – December

Activity	<u>Priority 1</u> Operational Coordination	<u>Priority 2</u> Operational Communications	<u>Priority 3</u> Public Info and Warning	<u>Priority 4</u> Planning	<u>Priority 5</u> Cybersecurity
Planning	-NQS implementation planning (MEMA)	-SECC Board Meeting (MEMA)		-THIRA/SPR execution (MEMA) -State COOP/COG planning (MEMA) -Hazard Mitigation planning (State/county/local) -RA/CA tool development (MEMA) -Extreme Temperature Plan (CEMA)	
Organization	-onboarding new hires (MEMA/County)	-COMT program development (MEMA)	-onboarding new Duty Officers (MEMA)		
Equipment	-State EOC equipment upgrade (MEMA)	-MEMA communications center upgrade -Piscataquis County radio infrastructure assessment			
Training	-ICS 400 (MEMA) -G 191 (MEMA) -G 402 (multiple) -MGT 906 (CDEMA)	-L 969 (MEMA) -WebEOC training (MEMA)	-G 290 (AKEMA) -L 105 (CEMA)	-L 1301 (CDEMA) -Planning TA (MEMA) -AWR345 UAS in Disaster Management (CEMA)	

<p>Exercise</p>	<ul style="list-style-type: none"> -Sheltering FSE Series (Multiple) -Bangor International Airport TTX (PTEMA) -Hazmat TTX (SCEMA/SCLEPC) -Fuel Shortage Workshop (LNEMA/SCEMA) 	<ul style="list-style-type: none"> -Sim. Emerg. Comms FSE (SW) -Winter SAR functional (LNEMA) -ME ERT workshop, notification drill & FSE (MEMA) - Cross border Communications (MEMA/NB) -Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs) 	<ul style="list-style-type: none"> -IPAWS Test (MEMA) -North Twin Dam TTX / Functional (MEMA) -EAS Testing (MEMA) 	<ul style="list-style-type: none"> -LEPC Spring Flood TTX (SEMA) - Drone FSE with Central Maine Power (YKEMA) 	
------------------------	---	--	--	---	--

5.2 2023 Quarter 1: January - March

Activity	Priority 1 Operational Coordination	Priority 2 Operational Communications	Priority 3 Public Info and Warning	Priority 4 Planning	Priority 5 Cybersecurity
Planning		-SECC Board Meeting (MEMA)		-Complete MEMA COOP -ME IPP Workshop/sheet -Complete new R/C Assessment tool-CaRAT (MEMA) -Complete ME IPP extension (MEMA) -HMP Initial Meet (ACEMA) -YCART (YKEMA) -County HMP begin (ACEMA) -Strategic Plan Start (SCEMA) -Warming/Cooling Center Planning (SCEMA) -HVA Planning (SCEMA)	-Cybersecurity Planning Kickoff (ME OIT) -2023 Cybersecurity Survey distributed to stakeholders (MEMA)
Organization					
Equipment					
Training	-G402, L0105, L1302 (CDEMA) -HazMat Ops (FNEMA) -Firefighter 1&2 (FNEMA) -ICS300 (PTEMA) -ICS300 (SCEMA) -Animal Sheltering (YKEMA) -Sheltering (YKEMA) -AWR148V (SCEMA)	-COML (MEMA) -RIT Training (YKEMA) -De-escalation training (MEMA)	-Wilderness FA (FNEMA) -G402 (KXEMA) -G402 (PTEMA) -G402 (SCEMA) -G402 (YKEMA)	-MGT383 (KXEMA) -RTIPP (PTEMA) -MGT406 (PTEMA) -EMA 101 for Locals (YKEMA) -AWR389 (MEMA)	-CMP Security for LEOs (YKEMA)

<p>Exercise</p>	<ul style="list-style-type: none"> -Active Shooter TTX (AKEMA) -HazMat TTX (AKEMA) -Active Shooter TTX (YKEMA) - School Based AS TTX (CDEMA/SEMA) 	<ul style="list-style-type: none"> -ARES FE (FNEMA) -EOC Comms Drill (Waldo) -YCART RAVE test (YKEMA) -ARES TTX (YKEMA) -Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs) 	<ul style="list-style-type: none"> -EAS Testing (MEMA) 		
------------------------	---	--	---	--	--

5.3 2023 Quarter 2: April - June

Activity	Priority 1 Operational Coordination	Priority 2 Operational Communications	Priority 3 Public Info and Warning	Priority 4 Planning	Priority 5 Cybersecurity
Planning	<ul style="list-style-type: none"> -EOP Updates (AKEMA) -EOP Updates begin (PSEMA) -Summer Storms (PSEMA) 	<ul style="list-style-type: none"> -SECC Board Meeting (MEMA) 	<ul style="list-style-type: none"> -Extreme Temp Planning (AKEMA) 	<ul style="list-style-type: none"> -HMP Workshops (ANEMA) -COOP/COG (AKEMA) -Flood (AKEMA) -School Safety Ass. (HKEMA) -Mass Gather. (PTEMA) -Drought Prep. (PSEMA) -Large Event (PSEMA) -Strat. Plan. (SCEMA) -Mass Cal/Fat. Plan (LNEMA) 	<ul style="list-style-type: none"> - Collect and analyze 2023 Cybersecurity Survey (MEMA)
Organization					
Equipment				<ul style="list-style-type: none"> -Resource Lists (AKEMA) -EOC Planning (HKEMA) -Resource Lists (PSEMA) 	
Training	<ul style="list-style-type: none"> -Amtrak PTEP (CDEMA) -EOP TTX (CDEMA) -ICS 300/400 (CDEMA) -MG418 (CDEMA) -Wilderness EMT (FNEMA) -L1301 (PTEMA) -ERT Act. Workshop (MEMA) -MSEL Workshop (MEMA) -ICS300/400 (MEMA/YKEMA) -G191 (MEMA) 		<ul style="list-style-type: none"> -AWR209 (PTEMA) -MEMA Sheltering (YKEMA) 	<ul style="list-style-type: none"> -K0202 (MEMA) -AWR302 (ANEMA) -Dis. Man. for P.S. (ANEMA) -L0105 (ANEMA) -Intro to CAMEO (ANEMA) -Mobile F.F. (CDEMA) -MGT310 (PTEMA) -Deliberate Planning (MEMA) -Recovery Planning (MEMA) - MGT403 (SCEMA) -MGT381V (SCEMA) 	<ul style="list-style-type: none"> -AWR213 (PTEMA)

<p>Exercise</p>	<ul style="list-style-type: none"> -A.S. FSE (AKEMA) -Command Staff TTX (CDEMA) - Active Shooter TTX (CDEMA) -County Dept. TTX (CDEMA) -BIA FSE (PTEMA) -USCG AMTEP 2023 (MEMA) -HazMat Rel. (Waldo) -A.S. TTX (YKEMA) 	<ul style="list-style-type: none"> -County ARES FE (AKEMA) -ARES FSE (FNEMA) -Am. Radio Drill (Waldo) -RAVE Test (YKEMA) -Comms testing – daily/weekly/monthly (MEMA/County EMAs) 	<p>-EAS Testing (MEMA)</p>		<p>-CYBER Yankee (MENG)</p>
------------------------	--	--	----------------------------	--	-----------------------------

5.4 2023 Quarter 3: July - September

Activity	<u>Priority 1</u> Operational Coordination	<u>Priority 2</u> Operational Communications	<u>Priority 3</u> Public Info and Warning	<u>Priority 4</u> Planning	<u>Priority 5</u> Cybersecurity
Planning	-County EOP update (ODEMA) -School Safety Planning (ODEMA) -Update County EOP (Waldo) -County COOP/COG (Waldo)	-SECC Board Meeting (MEMA)		-Fair Safety Coord. (ODEMA) -THIRA/SPR prep (MEMA) -DMP (ESF7) planning (MEMA) -DMP (PTEMA) -Long-Term Recovery (Waldo) - Conduct county-wide HVA (SCEMA) -GIS Mapping (LNEMA) Infrastructure Breakdown (LNEMA) -Local EOP TA (CDEMA)	
Organization					
Equipment					
Training	-L1301 (PTEMA) AWR148 (PTEMA) -ICS300 (YKEMA)	-COML (MEMA) -AuxComm (MEMA) COMT (MEMA)	-ICS402 (KXEMA) -G402 (ODEMA) -AWR148 (PTEMA)	-Dis. Man. for Hospitals and Healthcare (ANEMA)	

<p>Exercise</p>	<ul style="list-style-type: none"> -Dam Failure (AKEMA) -HazMat Release FS (AKEMA) -Active Shooter FSE (CDEMA) -Mass Gathering TTX (KXEMA) -Airshow TTX (KXEMA) -School Violence FE (ODEMA) -Rail Line WMD TTX (MEMA) -EOC Ops TTX (Waldo) --Mass Fatality Workshop (LNEMA/SCEMA) -Hazmat TTX (SCEMA/SCLEPC/CDEMA) 	<ul style="list-style-type: none"> -Hurricane TTX (YKEMA) -Greenville FlyIn TTX (PSEMA) -Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs) 	<ul style="list-style-type: none"> -Shelter FSE (AKEMA) -EAS Testing (MEMA) 	<ul style="list-style-type: none"> -Maine Partners in Emergency Preparedness Conference (MEMA) -EarthEx 2023 (Waldo) 	
------------------------	--	--	---	--	--

2023 Quarter 4: October - December

Activity	<u>Priority 1</u> Operational Coordination	<u>Priority 2</u> Operational Communications	<u>Priority 3</u> Public Info and Warning	<u>Priority 4</u> Planning	<u>Priority 5</u> Cybersecurity
Planning		-SECC Board Meeting (MEMA)		-THIRA/SPR execution (MEMA) -Active Shooter planning (AKEMA) -Climate planning (PSEMA) - Finalize Strategic Plan (SCEMA) -Debris Man. Plan (CDEMA) -Recovery Planning (CDEMA)	-State Cybersecurity Strategic Plan due to CISA/FEMA for review
Organization				-County Strategic Plan (PTEMA)	
Equipment			-Sim. Emergency Test (PTEMA)	-GIS Integration (PTEMA)	
Training	-ICS400 (YKEMA) -WebEOC Training (MEMA) -Sheltering Course (MEMA)	-E0949: Communications Unit Leader (MEMA) -Communications Tech. (MEMA) -Auxiliary Emergency Communications Course (MEMA)		-RTIPP (ANEMA) -Dis. Man. for Electric Power Systems (ANEMA) -MGT315 (PTEMA) -E964: Situation Unit Leader (MEMA) -E965: Resources and Demob. Unit Leader (MEMA) -E970: Supply Unit Leader (MEMA)	MGT414 (PTEMA)

<p>Exercise</p>	<ul style="list-style-type: none"> -Inf Control FSE (AKEMA) -Fire/HazMat FSE (AKEMA) -Customs TTX (AKEMA) -Train FSE (CDEMA) -Rumford Power TTX (ODEMA) -Wildfire TTX (ODEMA) -EarthEx (MEMA) -EOC Ops FE (Waldo) -Winter Storm TTX (YKEMA) -EOC TTX (YKEMA) 	<ul style="list-style-type: none"> -ME ARES FSE (AKEMA) -Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs) 	<ul style="list-style-type: none"> -University Evac. FE (AKEMA) -EAS Testing (MEMA) 		
------------------------	--	---	---	--	--

2024 Quarter 1: January - March

Activity	<u>Priority 1</u> Operational Coordination	<u>Priority 2</u> Operational Communications	<u>Priority 3</u> Public Info and Warning	<u>Priority 4</u> Planning	<u>Priority 5</u> Cybersecurity
Planning		-SECC Board Meeting (MEMA)		-County HMP finish (ACEMA) -Flood Prep. (PSEMA) -GIS Integration (PSEMA) -County Risk Ass. (Waldo) -County EOP update (LNEMA)	
Organization				-County Strategic Plan (Waldo)	
Equipment					
Training	-WebEOC Training (MEMA)	-RAVE Intro (YKEMA)	-G402 (YKEMA)	-PA Refresher (YKEMA) -Sheltering Best Practices (YKEMA)	-Dis. Man. for Water/Wastewater (ANEMA)

Exercise		-VOAD TTX (MEMA) -Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs)	-EAS Testing (MEMA)		
-----------------	--	---	---------------------	--	--

5.5 2024 Quarter 2: April - June

Activity	<u>Priority 1</u> Operational Coordination	<u>Priority 2</u> Operational Communications	<u>Priority 3</u> Public Info and Warning	<u>Priority 4</u> Planning	<u>Priority 5</u> Cybersecurity
Planning		-SECC Board Meeting (MEMA)		-County Tech Hazard Plan begin (ACEMA) -Long-Term Power Outage planning (LNEMA)	
Organization					
Equipment					
Training	-ICS Forms Review (YKEMA) -ICS300 (YKEMA) -ICS400 (YKEMA) -Sheltering (YKEMA) -ICS 400 (MEMA) -G191 (MEMA) -WebEOC Training (MEMA)		-G402 (KXEMA)	-Disaster Recovery Overview (ACEMA)	-MGT452 (PTEMA)

<p>Exercise</p>	<ul style="list-style-type: none"> -Active Shooter FSE (YKEMA) -CPod Drill (OXEMA) -SEOC Hurricane Activation (MEMA) 	<ul style="list-style-type: none"> -Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs) 	<ul style="list-style-type: none"> -EAS Testing (MEMA) 		<ul style="list-style-type: none"> -Cybersecurity TTX (MEMA)
------------------------	---	---	---	--	---

5.6 2024 Quarter 3: July - September

Activity	<u>Priority 1</u> Operational Coordination	<u>Priority 2</u> Operational Communications	<u>Priority 3</u> Public Info and Warning	<u>Priority 4</u> Planning	<u>Priority 5</u> Cybersecurity
Planning	-Long-Term Power Outage (PSEMA) -Long Term Power Outage (Waldo)	-SECC Board Meeting (MEMA)		-THIRA/SPR prep (MEMA) -DMP (ESF7) planning (MEMA) -Responder Assessment planning (LNEMA)	
Organization					
Equipment					
Training	-ICS300 (YKEMA) -Large Animal Rescue (YKEMA) -ALICE Training (OXEMA) -Sheltering Course (MEMA) -WebEOC Training (MEMA)	-RAVE Refresher (YKEMA)	-G402 (KXEMA)	-Animal Sheltering (YKEMA)	

<p>Exercise</p>	<p>-Mass Gathering TTX (KXEMA) -EOC Drill (YKEMA) -Hurricane FE (YKEMA) -Rail/Sea WMD FSE (MEMA)</p>	<p>-Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs)</p>	<p>-EAS Testing (MEMA)</p>		
------------------------	---	--	----------------------------	--	--

5.7 2024 Quarter 4: October - December

Activity	<u>Priority 1</u> Operational Coordination	<u>Priority 2</u> Operational Communications	<u>Priority 3</u> Public Info and Warning	<u>Priority 4</u> Planning	<u>Priority 5</u> Cybersecurity
Planning	-EOP Updates finish (PSEMA)	-SECC Board Meeting (MEMA)		-THIRA/SPR execution (MEMA) -THIRA Update (PSEMA)	
Organization					
Equipment					
Training	-ICS400 (YKEMA) -Sheltering (YKEMA) -Sheltering Course (MEMA) -WebEOC Training (MEMA) -L967: AHPS Logistics Section Chief		-PIO Training (YKEMA) -L952: AHPS PIO (MEMA)	-L962: AHPS Planning Section Chief (MEMA)	

<p>Exercise</p>	<p>-EOC Staff Drill (YKEMA)</p>	<p>-Gulf of Maine Comms FE (MEMA) -Comms checks/testing - daily/weekly/monthly (MEMA/County EMAs)</p>	<p>-Halloween Outreach Event (YKEMA) -EAS Testing (MEMA)</p>		
------------------------	---------------------------------	---	--	--	--