The purpose of the Montana State Homeland Security Strategy is to provide overall direction for enhancing local, tribal, regional, and state capability and capacity to prepare against, mitigate, respond to, and recover from all-hazard incidents including man-caused disasters. This is an exceedingly complex mission that requires coordination, cooperation, and focused effort from citizens, local, tribal, state, and federal government, as well as from the private and non-profit sectors.

The State Homeland Security Strategy incorporates findings from the Montana homeland security capability assessments completed by the State's county and tribal jurisdictions and State agencies. The assessment addresses jurisdiction capabilities to address Montana-specific outcomes tied to the Department of Homeland Security's Target Capabilities List, one element of the National Preparedness Guidelines, and provides insight into the vulnerabilities and capabilities of the jurisdictions and State. In addition, the Strategy incorporates information from follow-up discussions with the jurisdictions and agencies, findings embodied in After Action Reports for recent State exercises, and the considered recommendations of the State of Montana Strategic Planning Committee.

The Montana State Homeland Security Strategy recognizes both the demands of a complex threat environment – from both natural causes and deliberate actions – while also acknowledging the special character of the Treasure State. Montana is a border state, sharing a 545 mile international frontier with Canada. It is a vast territory of more than 147,000 square miles with a population density of only 6.5 persons per square mile (versus a national average of 86.2). It is a land where distance and time are both constraints and tools for security planners.

It is against this background that the State of Montana will apply Federal and State homeland security and related funds to address unique planning, equipment, training, and exercise needs to assist in building an enhanced and sustainable capacity to detect, prevent, mitigate, prepare for, respond to and recover from all-hazard incidents.

Montana's State Homeland Security Strategy will promote and establish a statewide culture of preparedness, addressing prevention, mitigation, response and recovery. To this end, Homeland Security in Montana cannot be a network of “stovepiped” interests and resources, but must reflect an integrated network of local, regional and state capabilities working in a fully cooperative, multi-disciplinary manner. This seamless integration will fully address the unique needs and special character of Montana and its people.

Montana’s Strategy is mindful of national needs and local realities; the Strategy accordingly reflects the principal that no single jurisdiction or agency is expected to perform every Homeland Security task. The Strategy seeks to help achieve the Outcomes presented below, sorted by the Nation’s Target Capabilities:

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PLANNING
Jurisdictions develop and maintain all-hazards plans, with an emphasis on planning for those hazards that are most relevant to their communities. The plans should reflect participation by all relevant public agencies and private and non-profit sector stakeholders. The state, through Montana Disaster and Emergency Services (DES), develops and maintains all-hazards coordination plans to provide support to the jurisdictions in events requiring additional resources.

COMMUNICATIONS
Responders and emergency managers can communicate within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed, and when authorized.

RISK MANAGEMENT
Federal, State, County, Tribal and private sector entities identify and assess risks, prioritize and select appropriate protection, prevention, and mitigation solutions based on reduction of risk, monitor the outcomes of allocation decisions, and undertake corrective actions. Additionally, Risk Management is integrated as a planning construct for effective prioritization and oversight of all homeland security investments. Mitigation of risks is a primary area of emphasis within all levels of government. Jurisdictions implement highest priority mitigation strategies.

COMMUNITY PREPAREDNESS AND PARTICIPATION
Each Montana jurisdiction’s volunteer organizations are incorporated into state and local planning, training and exercises to enhance the awareness and capability of those resources. Montana jurisdictions have plans for, or the ability to obtain assistance from DES and/or the Federal Government in the event it is required, to manage and integrate citizens into preparedness activities.

INTELLIGENCE AND INFORMATION SHARING
Jurisdictions understand and fulfill their responsibility to share information with other jurisdictions, the Montana All-Threat Intelligence Center (MATIC), and Federal law enforcement agencies and associated bodies such as the Joint Terrorism Task Force (JTTF). Montana jurisdictions have procedures in place to access and utilize services, including information and alerts, provided by the MATIC.

INFORMATION GATHERING AND RECOGNITION
Effective law enforcement on a daily basis is reliant upon effective collection, analysis and dissemination of information. As a Northern Tier border state, Montana jurisdictions are aware of the threat posed by terrorists and criminal elements seeking illicit entry into the United States and/or the opportunity to escape detection away from major population centers. Jurisdictions understand their role in the collection of information of relevance to daily law enforcement operations and national security efforts, and how to provide that information
to Montana All Threat Intelligence Center (MATIC) and Federal entities, including the FBI Joint Terrorism Task Force (JTTF).

INTELLIGENCE ANALYSIS AND PRODUCTION
Jurisdictions understand their responsibilities to produce timely, accurate, and actionable information in support of prevention, awareness, deterrence, response, and continuity planning operations. Montana jurisdictions have procedures in place to collaborate on information with other jurisdictions, State law enforcement agencies including the Montana All-Threats Intelligence Center (MATIC), and Federal entities including the FBI Joint Terrorism Task Force (JTTF).

COUNTER-TERROR INVESTIGATION AND LAW ENFORCEMENT
Jurisdiction law enforcement agencies are familiar with the procedures and operation of the Montana All-Threat Intelligence Center (MATIC) and the FBI Joint Terrorism Task Force (JTTF). Jurisdiction public safety agencies provide information to, and are prepared to support the activities of, those bodies, as well as those of other jurisdictions, in investigation and intervention efforts.

CBRNE DETECTION
Jurisdiction public safety agencies have in place and fully understand the procedures for obtaining regional or state resources to detect CBRNE. The state, through regional HazMat teams, EOD teams and the National Guard Civil Support Team (CST), coordinates and provides support as required.

CRITICAL INFRASTRUCTURE PROTECTION
Montana jurisdictions are knowledgeable of the critical infrastructure within their borders and are prepared to provide security to those assets on a priority-basis; to this end, each jurisdiction cooperates with the Montana All-Threat Intelligence Center (MATIC) and the state’s Critical Infrastructure Protection (CIP) staff to ensure planning is current, State and National priorities are addressed, and that necessary resources are available through mutual aid or from State agencies, as necessary.

FOOD AND AGRICULTURE SAFETY AND DEFENSE
Jurisdictions have local working relationships with the Montana Department of Public Health and Human Services (DPHHS), Department of Livestock, Department of Fish, Wildlife and Parks (FWP), and Department of Agriculture, to ensure timely detection of hazards to animals and crops central to Montana’s food supply and the state’s economic well-being. This includes understanding how to recognize and provide information on plant and animal disease, contamination and other hazards to the appropriate local, Tribal and State agencies.

EPIDEMIOLOGICAL SURVEILLANCE AND INVESTIGATION
Local health resources, particularly in less populated jurisdictions, are supplemented by mutual aid and State resources in the conduct of epidemiological investigations. Epidemiological surveillance extends to zoonotic diseases.
LABORATORY TESTING
While some Montana jurisdictions have access to local laboratories with investigational capabilities and safeguards in place to meet the potential threat, all jurisdictions have a plan for public safety/health personnel to collect, package and transport samples for testing to the State Laboratory in Helena and, for animal disease, the Department of Livestock Laboratory in Bozeman.

ON-SITE INCIDENT MANAGEMENT
Jurisdiction-level public safety officials are trained and conversant in ICS and NIMS. ICS is routinely used in managing emergency responses.

EMERGENCY OPERATIONS CENTER MANAGEMENT
Each jurisdiction has a designated facility equipped to serve as an EOC in the event of a situation requiring coordination of a multiple-agency or multiple-jurisdiction response. The EOC should be able to accommodate the personnel and functions specified in the jurisdiction's EOC management plan and have an in-place functional communications infrastructure for coordinating with other counties and DES. The Emergency Operations Center (EOC) is activated, staffed, and managed for a pre-planned or no-notice event; multi/interagency activities, such as communications, resource management, and mutual aid are coordinated; Incident Action Planning activities within the EOC are conducted at regular periodic intervals; and Situation reports are produced at regular periodic intervals.

CRITICAL RESOURCE LOGISTICS AND DISTRIBUTION
Each Montana jurisdiction has a trained logistics planning function within their public safety/emergency management staff and/or a fully defined procedure for requesting appropriate logistics management assistance from DES. Critical supplies, equipment, and personnel are available to incident managers and emergency responders upon request and are demobilized and inventoried in a timely manner.

VOLUNTEER MANAGEMENT AND DONATIONS
In the event of a major incident, Jurisdictions work effectively with Montana DES and organizations such as the Red Cross to manage volunteers and donations of material. The positive impact of volunteers and charitable donations is maximized and does not hinder response and recovery activities.

RESPONDER HEALTH AND SAFETY
Jurisdiction protects the safety and health of on-scene first responders, hospital personnel (first receivers, skilled support personnel and, if necessary, their families) through an effective safety and health program that includes training, personal protective equipment, health and safety planning, risk management practices, medical care, decontamination,
EMERGENCY PUBLIC SAFETY & SECURITY RESPONSE
Each Montana jurisdiction has at least limited capabilities to support these functions, with a clear understanding of procedures for activating mutual aid, regional teams and State resources, as needed.

ANIMAL DISEASE EMERGENCY SUPPORT
Jurisdictions have working relationships with the Department of Livestock, Department of Fish, Wildlife and Parks, and Department of Public Health and Human Services to protect public and animal health and to ensure timely detection of hazards to animals, eradicate and contain the outbreak, restore trade in agriculture products, maintain confidence in the U.S. food supply.

ENVIRONMENTAL HEALTH
Jurisdictions request State resources as required to help address major public health threats due to environmental hazards. After the first event, a marked reduction in new cases due to preventable exposure to disease or contamination will occur. The at-risk population receives appropriate information and protection in a timely manner.

EXPLOSIVE DEVICE RESPONSE OPERATIONS
Jurisdiction public safety procedures call for isolating the incident scene, ordering protective measures for populations, and requesting deployment of regional EOD teams. With regional support, successfully disrupt and/or render safe explosives.

FIRE INCIDENT RESPONSE SUPPORT
Dispatch of the initial alarm assignment occurs within the response time objectives designated by the authority having jurisdiction. Initial arriving unit conducts assessment of the incident scene and requests appropriate resources. Firefighting activities are conducted safely and the fire is contained, controlled and managed.

WMD/HAZARDOUS MATERIALS RESPONSE AND DECONTAMINATION
Jurisdiction plans and procedures provide for isolating the incident scene, evaluating protective measures for populations, and requesting deployment of Regional HazMat and EOD teams. With support from Regional assets, rapidly identify, contain, and mitigate a hazardous materials release; rescue, decontaminate and treat victims exposed to the hazard; limit and restore the affected area; and effectively protect responders and at-risk populations.

CITIZEN EVACUATION AND SHELTER-IN-PLACE
Effective population protection strategies: evacuation or/and shelter-in-place. Affected and at-risk members of the population are successfully protected.
ISOLATION AND QUARANTINE
Successful separation, restriction of movement, and health monitoring of individuals who are ill, exposed, or likely to be exposed, in order to stop the spread of a contagious disease outbreak. Legal authority for these measures is clearly defined and communicated to the public. Logistical support is provided to maintain measures until danger of contagion has elapsed.

SEARCH AND RESCUE
Jurisdictions have defined procedures for requesting urban search and rescue (US&R) resources, as required in instances of damaged or collapsed structures, through DES. This capability is distinct from existing wild lands search and rescue response efforts for all hazards (e.g., wildfire, blizzard, and flood).

EMERGENCY PUBLIC INFORMATION AND WARNING
The public is informed quickly and accurately, and updated consistently, about threats to their health, safety, and property and what protective measures they should take.

EMERGENCY TRIAGE AND PRE-HOSPITAL TREATMENT
Casualties are rapidly triaged, stabilized, and safely transported for definitive care; decontamination is conducted when needed.

MEDICAL SURGE
Jurisdiction has identified surge facilities and personnel to support numbers of patients exceeding normal capacities. Strategies are in place to obtain additional resources through Mutual Aid or coordination through Montana DES.

MEDICAL SUPPLIES MANAGEMENT AND DISTRIBUTION
Critical medical supplies and equipment are appropriately secured, managed, distributed, and restocked in a timeframe appropriate to the incident. Jurisdictions have mutual aid agreements in place with other hospitals/jurisdictions. Jurisdictions understand how to coordinate requests for transport, management and distribution of medical supplies through Montana DES. The State has a fully defined Strategic National Stockpile Receipt, Stage and Storage plan.

MASS PROPHYLAXIS
Appropriate prophylaxis measures are implemented in a timely manner, with an emphasis on the prevention, treatment, and containment of the disease. Jurisdiction plan addresses dispensing sites and personnel. Prophylaxis campaigns are integrated with corresponding public information strategies. Jurisdictions can activate mutual aid from other jurisdictions and, if necessary, request State agency assistance through Montana DES.
MASS CARE
(Sheltering, Feeding, and Related Services)
Rapid provision of mass care services for the affected population, services for special needs populations, and services for animals within the affected area. Montana jurisdictions can supplement their capabilities through mutual aid and with state assistance through DES.

FATALITY MANAGEMENT
Safely and accurately recover, identify, isolate, decontaminate, transport and store human remains; determine cause and manner of death through autopsies and evidence collection; process personal affects; and return human remains and personal belongings to respective next-of-kin in accordance with the Emergency Operations Plan and as required by law. Jurisdictions can request assistance through DES for additional in-state resources and, if necessary, activation of Federal Disaster Mortuary (DMORT) resources.

STRUCTURAL DAMAGE ASSESSMENT
Accurate situation needs and damage assessments occur. Mitigation projects to lessen the impacts of similar future events are identified, prioritized, and conducted. The full-range of engineering, building inspection, and enforcement services are implemented, managed, and coordinated in a way that maximizes the use of resources and aids emergency response and recovery operations. Jurisdictions with requirements exceeding their capabilities can access public and private assessment and mitigation resources through Montana DES.

RESTORATION OF LIFELINES
Jurisdiction has plans for restoration of lifelines (e.g., transportation, communications, and utilities) to facilitate emergency response activities. Jurisdictions work with private sector infrastructure owners to help prioritize and facilitate restoration work.

ECONOMIC AND COMMUNITY RECOVERY
Recovery plans are implemented and coordinated with the nonprofit sector and nongovernmental relief organizations and with all levels of government. Economic impact is estimated. Priorities are set for short- and long-term recovery activities. Business disruption is minimized. Individuals and families are provided with appropriate levels and types of relief with minimal delay. Jurisdictions will coordinate recovery efforts with Montana DES.

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The State of Montana has set homeland security initiative priorities for this strategy and associated funding.

The State of Montana is committed to supporting the seven national Homeland Security priorities:

1. Strengthening information and intelligence sharing.
2. Interoperable communications.
4. Implementation of NIMS and NRF.
5. Expand regional collaboration.
6. Strengthening medical surge and mass prophylaxis
7. Strengthening CBNRE decontamination, detection, and response.

Montana's focus for supporting and accomplishing the above priorities is embodied in the following goals:

1. Promote a Preparedness Culture.
2. Promote a Culture of Regional Cooperation.
3. Promote an Information Sharing Culture.
4. Promote an ICS/NIMS Culture.
5. Promote and employ Interoperable Communications.
6. Promote appropriate medical and public health capabilities to respond to all hazards threats.
7. Promote appropriate agricultural and animal health hazard recognition, mitigation, response and recovery.

For the National Priority: Expand regional collaboration, Montana’s State Homeland Security Strategy incorporates strategies that expand regional collaboration at two levels:

- Montana’s legislature has promoted effective intra-state collaboration by passing legislation that specifically facilitates the provision of mutual aid between any and all political subdivisions of the state (including tribal governments).

- Montana’s long-standing membership and participation in the Emergency Management Assistance Compact (EMAC) is but one reflection of our commitment to inter-state collaboration.
The State Homeland Security Strategy was developed under the direction of the Department of Military Affairs, Disaster and Emergency Services (DES). As the designated State Administrative Agency (SAA), DES worked through its network of District Representatives and the County and Tribal Emergency Managers to promote participation at the jurisdiction level in the Strategy development process. DES also worked with key State Government stakeholders, including the major Departments and more than a dozen other agencies to produce their own input to the data collected for this document. Montana DES facilitated, supervised and maintained oversight of the development process.

The State of Montana Strategic Planning Committee, a multidiscipline committee, includes representatives from local, county, tribal and State agencies responsible for law enforcement, emergency medical services, emergency management, fire services, hazardous materials, explosive ordinance disposal, transportation, public safety communications, health care, public health, and agriculture and livestock. The Strategic Planning Committee's suggestions were incorporated into the State Homeland Security Strategy.

The integration of federal and state grant programs was a significant aspect of the planning and development process of the State Homeland Security Strategy.

A range of current state and Federal programs and grants will be used to achieve the planning, training, equipment acquisition, and exercise portions of the strategy. Among these sources are: US Department of Transportation Hazardous Materials Emergency Preparedness Program grants and technical assistance; Federal Emergency Management Agency (FEMA) grants including Emergency Management Performance Grants, and the Fire Services Grant and technical assistance; Homeland Security Grants (HSGP); Centers for Disease Control and Prevention (CDC) and Office of the Assistant Secretary for Preparedness and Response (ASPR) grants and technical assistance.

The Montana National Guard is an asset to local responders during a major incident. While the National Guard is not an initial responder, they play a supporting role in security, transportation, hazardous materials and limited medical and firefighting capabilities.


State and federal funding and additional legislative initiatives to assist the response communities in maintaining their readiness are vital. Additional state and federal funding will be needed to achieve the minimal readiness level for the State of Montana, local and tribal jurisdictions. Jurisdictions do play an important role in maintaining their response capability, but the response needs associated with a significant natural or man-caused disaster exceed the available resources and capabilities of any individual city, county or tribe and may require mutual aid or other community resources.
The State has 63 jurisdictions, comprising Montana’s 56 counties and 7 Indian Nations. The designation of the counties and Nations as jurisdictions for Homeland Security purposes was made by the Senior Advisory Committee and Governor’s Office. In Montana, counties and Indian Nations are responsible for incidents that occur within their political jurisdictions. This designation method also provides for statewide emergency management coverage.

Each jurisdiction completed an assessment of its capabilities and needs in terms of achieving Montana-specific outcomes linked to the Target Capabilities List. County and municipal agencies within each jurisdiction were given an opportunity to participate in this assessment process. Counties that overlap with Indian Nations were encouraged to complete their assessments collaboratively.

Montana is organized into multi-jurisdictional regions. These regions are defined by level of service and administrative boundaries. Examples of regional areas are:

**Emergency Management administrative regions** –
- District 1 - 11 counties and 1 Indian Nation
- District 2 - 9 counties and 3 Indian Nations
- District 3 - 9 counties
- District 4 - 10 counties
- District 5 - 9 counties and 2 Indian Nations
- District 6 - 8 counties and 1 Indian Nation

**Health Planning Regions** –
- Region 1 – 17 counties
- Region 2 – 9 counties
- Region 3 – 12 counties
- Region 4 – 12 counties
- Region 5 – 7 counties

**Homeland Security Interoperability Communications Consortia** -
- Northern Tier - 12 counties and 4 Indian Nations
- Big Sky 11 - 10 counties and 2 Indian Nations
- Central - 6 counties and 1 Indian Nation
- I15/I90 - 4 counties
Multi-jurisdictional planning has resulted in the establishment of specialized regional teams to address Hazardous Materials (HazMat), CBRN and explosive devices.

The State of Montana has intra-state mutual aid through legislation for all local resources. Montana legislation also allows tribes to participate in intra-state mutual aid through a tribal resolution. Statewide law enforcement and fire services mutual aid have been in place for many years and the system is used frequently. The Indian Nations have a mutual aid agreement among the 7 tribal governments. The State of Montana participates in the Emergency Management Assistance Compact (EMAC) and the National Interagency Coordination Center (NICC).

Local jurisdictions may implement the intra-state mutual aid agreement or other mutual aid agreements for immediate assistance. At the state level, Montana may employ EMAC to obtain assistance on a state-to-state basis. Montana may also request state, federal, and international resources through the NICC.
Section 2 > Goals, Objectives, and Implementation Steps

**Goal: Promote an ICS/NIMS Culture.**

**Objective:** Provide local, tribal, and state agencies and organizations with NIMS and NRF guidance.

*National Priority: Implement the NIMS and NRF*

**Step:** Distribute the NIMS and NRF guidance publications.

**Step:** Support continued NIMS/NRF workshops, conferences, and training.

**Objective:** Ensure state agencies effectively transition to the Emergency Support Function (ESF) structure contained in the Montana Emergency Response Framework (MERF).

*National Priority: Implement the NIMS and NRF*

**Step:** Develop and distribute the Core Document (MERF) to state ESF partners. (This document identifies specific agencies assigned the “Coordinating Agency” role, the “Primary Agency” role, and “Support Agency” roles for each of the 15 Montana Emergency Support Functions.)

**Step:** Conduct workshops with state ESF partners designed to help develop the Federal, State, NGO partnerships necessary to accomplish the mission of each specific ESF.

**Step:** Provide technical assistance to ESF partners in the development of the Montana ESF Annexes.

**Step:** Conduct appropriate exercises to ensure effective integration of the Montana ESF’s into the operations of the State Emergency Coordination Center (SECC).

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Objective: Assist local and tribal jurisdictions to effectively interface with the Emergency Support Function (ESF) structure incorporated into the Montana Emergency Response Framework and the National Response Framework.

National Priority: Implement the NIMS, NRF and MT Emergency Response Framework

Step: Develop and distribute ESF transition guidance to local and tribal agencies.

Step: Provide technical assistance to jurisdictions in the revision of their plans.

Step: Encourage local and tribal jurisdiction to organize emergency operations in a manner that is compatible with assistance provided through a state or federal ESF.

Objective: Ensure all local, tribal, and state plans have been integrated NIMS and the NRF.

National Priority: Implement the NIMS and NRF

Step: Support local, tribal and state plan NIMS and NRF compliance with local agency-level supporting materials and workshops.

Objective: Incorporate NIMS into all planned exercises.

National Priority: Implement the NIMS and NRF

Step: Provide exercise objectives to practice NIMS.
Goal: Promote a Preparedness Culture.

**Objective:** Educate Montana residents about preparedness while increasing the state’s resilience in general.

*National Priority: Not Applicable*

**Step:** Encourage understanding and popular acknowledgement of the real hazards facing Montana and the nation and the likelihood of future disasters.

**Step:** Enhance awareness of the importance of initiative and accountability among citizens, businesses, and government at all levels.

**Step:** Broaden public awareness of preparedness activities, including engagement of citizens, non-profit entities and the private sector in response exercises.

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**Objective:** Promote prevention, mitigation, response and recovery planning with all levels of government, private and non-profit entities, and citizens.

*National Priority: Not Applicable*

**Step:** Coordinate and promote with existing groups and programs.

**Step:** Encourage jurisdictions and response entities to incorporate volunteer management into their planning processes.
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Step: Encourage continuity of operations planning for businesses private and non-profit entities and all levels of government.

Objective: Enhance local hazard mitigation planning and implementation.

National Priority: Not Applicable

Step: Provide technical support to jurisdictions in identifying hazards and developing mitigation strategies.

Step: Develop state mitigation benefit assessment.

Step: Identify funding sources for mitigation efforts.

Step: Implement mitigation projects each year.

Objective: Provide continued support and development efforts for local and state Citizen Corps Councils.

National Priority: Not Applicable

Step: Identify awareness and preparedness activities.

Step: Identify and secure funding sources.

Objective: Support substantive prevention, response and recovery planning at the local and state levels.

National Priority: Not Applicable

Step: Promote use of NIMS and the NRF, as well as other standards of practice, in all preparedness-related planning.
Encourage planning on a regional level for response to profound events, natural or man-caused.

Complete the Continuity of Government and Continuity of Operations plans for all state agencies.

Provide support to jurisdictions in the specific identification and inclusion of provisions for special needs populations in all response and recovery plans.

Develop and execute a robust exercise program at the local, tribal, regional and state levels addressing prevention, response and recovery plans.

Continue to support the Emergency Alert System (EAS).

Continue to support the Emergency Alert System (EAS).

Work with local and state agencies and broadcasters to broaden participation.

Review EAS procedures and protocols to ensure agencies and broadcasters work together efficiently.

Enhance coordination, communication and outreach among local, tribal, state, federal entities, and stakeholders.

Coordinate with existing community and volunteer groups such as churches, schools, Volunteer Organizations in Disaster (VOAD), Emergency Disaster Education Network (EDEN), and non-profits.

Cultivate the involvement of Montana’s business community in providing resources and allowing employees to actively participate in response and mitigation activities.
Goal: Promote a Culture of Regional Cooperation.

**Objective:** Enhance coordination and communication among local, tribal, state, federal entities, private entities, and other stakeholders.

*National Priority: Expand Regional Collaboration*

**Step:** Continue development and support of LEPCs and TERCs.

**Step:** Continue development and support of the Senior Advisory Committee and Joint Terrorism Task Force, the Anti-Terrorism Advisory Council, and other identified Homeland Security coordination groups.

**Step:** Implement the ICS for all incidents by local and tribal response personnel.

**Step:** Continue to blend federal and state funding streams to enhance overall state capability.

**Step:** Strengthen the use of the State's Public Information Officer (PIO) network.

**Step:** Encourage participation by law enforcement agencies in the MATIC Information Liaison Officer Program.

**Objective:** Strengthen local, state and national response support capabilities of DES and other state agency personnel.

*National Priority: Expand Regional Collaboration*

**Step:** Develop and provide training for local and state agency personnel, specifically including DES District Representatives and headquarters staff, in Incident Management Team (IMT) and other potential regional response roles.

**Step:** Enhance All-Hazards Incident Management capability to augment local and regional response management.
Objective: Provide assistance to jurisdictions in the development of regional plans and assets.

*National Priority: Expand Regional Collaboration*

**Step:** Explore the feasibility of regional (multi-jurisdiction) response plans.

**Step:** Explore the feasibility of establishing shared regional (multi-jurisdiction) Emergency Operations Centers.

**Step:** Work with jurisdictions to integrate Incident Management Team procedures into local and regional response plans.

**Step:** Provide training and exercises to encourage regional response and coordination.

Objective: Develop and maintain support for state agencies with interstate and intrastate cooperation.

*National Priority: Expand Regional Collaboration*

**Step:** Encourage collaboration among established entities such as Mid America Alliance, Fusion Centers, Emergency Management Assistance Compact (EMAC) and any others that support this objective.

Objective: Develop and enhance statewide awareness and training efforts.

*National Priority: Implement the NIPP*

**Step:** Identify training needs through vulnerability and criticality assessments.

**Step:** Continue development and training for State employees to support any response.

**Step:** Continue training for state agency safety teams.

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Step: Supply skills-based training to first responders and critical infrastructure partners.

Objective: Enhance the prevention and preparedness response capabilities for the protection of Critical Infrastructure.

*National Priority: Implement the NIPP*

Step: Identify exercise needs through vulnerability and criticality assessments, and exercise After-Action Reports and Improvement Action Plans.

Step: Coordinate and conduct exercises with the private sector, local response entities and state and federal agencies.

Step: During planning, incorporate response specific capabilities for critical incidents into emergency operations plans (EOPs).

Objective: Coordinate with the private sector on critical infrastructure protection (CIP).

*National Priority: Implement the NIPP*

Step: Identify private sector contacts.

Step: Develop working relationships for information coordination and exchange among the owners and users of critical infrastructure and the law enforcement community, including the MATIC.

Objective: Strengthen statewide cyber security measures.

*National Priority: Implement the NIPP*

Step: Maintain statewide enterprise level cyber security program.

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**Step:** Maintain minimum standard requirements for cyber protections for state and local agencies to mitigate the risk of cyber terrorism.

**Step:** Develop a structure for responding to cyber terrorism events.

**Step:** Develop a structure for communicating cyber terrorism information to state, local, and tribal agencies.

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**Objective:** Enhance GIS capabilities to support planning, response, and recovery.

*National Priority: Implement the NIMS and National Response Plan*

**Step:** Work with local, tribal, other state and Federal agencies to achieve Virtual Montana system.

**Step:** Promote access to Virtual Montana among all Montana public safety and homeland security agencies.

**Step:** Identify data collections needs.

**Step:** Establish procedures to maintain currency of GIS data.

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**Objective:** Sustain advanced HazMat, EOD, and tactical law enforcement response capabilities.

*National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities*

**Step:** Provide equipment, training, and exercise to support the State of Montana Hazardous Material response plan and EOD and Tactical Team response procedures.

**Step:** Encourage partnerships with the private sector.

**Step:** Encourage local, county and tribal governments to make SARA Title III Tier 2 reporting information readily accessible to public safety response personnel.
Objective: Provide training to strengthen CBRNE response and mitigation capabilities at local and tribal levels.

National Priority: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

Step: Promote awareness-level training of all local and tribal responder personnel to ensure prompt recognition and incident mitigation prior to arrival of regional assets in a possible HazMat, EOD or CBRN event.

Step: Develop and implement a statewide awareness-level training plan.
Goal: Promote an Information Sharing Culture.

**Objective:** Continue to support planning, collection, review, analysis, and sharing of threat and vulnerability information from and among local, tribal, state, and federal jurisdictions in order to provide actionable information.

*National Priority: Strengthen Information Sharing and Collaboration Capabilities*

**Step:** Develop an Information Liaison Officer program geared specifically for state agencies.

**Step:** Fully define MATIC’s role within the State Emergency Coordination Center (SECC).

**Step:** Continue the development and deployment of technology that will assist in the collection and sharing of information.

**Step:** Continue to protect the privacy rights of the Citizens of the Montana.

**Step:** Enhance MATIC procedures regarding the collection and sharing of information.

**Step:** Improve the quality and quantity of information being shared with MATIC’s traditional and nontraditional partners.

**Objective:** Continue development, implementation and coordination of technology and information systems for collection and analysis of data relevant to all emergency support functions

*National Priority: Strengthen Information Sharing and Collaboration Capabilities*

**Step:** Develop and implement systems pertinent to EOC and WEB EOC

**Step:** Develop and implement Virtual Montana

**Step:** Develop a sustainability plan for technology and information systems
Objective: Continue to promote and support the Montana All Threat Information Center (MATIC).

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: Enhance awareness of and training regarding the MATIC with its traditional and nontraditional partners.

Step: Establish outreach efforts to citizens and interested organizations regarding MATIC and its function.

Step: Work with stakeholders across Montana to ensure openness and ensure MATIC is addressing legitimate privacy concerns.

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Goal: Promote and Employ Interoperable Communications.

**Objective:** Continue to support implementation and application of interoperable public safety radio communications.

*National Priority: Strengthen Communications Capabilities*

**Step:** Support incorporation of interoperable communications into local and tribal jurisdiction public safety procedures.

**Step:** Support broad engagement by local and tribal stakeholders throughout Montana in planning, installing and sustaining interoperable communications.

**Step:** Develop standard interoperability communication procedures for local and tribal responders.

**Step:** Support and coordinate state resources for local, tribal and state agencies communication in a disaster or mutual aid capacity.

**Objective:** Promote development and implementation of coordination of information systems among jurisdictions.

*National Priority: Strengthen Communications Capabilities*

**Step:** Support and coordinate state resources for local, tribal and state agencies communication in a disaster or mutual aid capacity.

**Step:** Support and coordinate information systems such as Web EOC, Virtual Montana and other identified information systems.

**Step:** Support and identify sustainability options for information systems.

**Step:** Coordinate and support state entities integration and sharing of information systems.
Objective: Enhance emergency operations centers capabilities.

*National Priority: Strengthen Communications Capabilities*

**Step:** Identify and assist with participating jurisdictions with Web EOC plan development and notifying software.

**Step:** Promote access to Virtual Montana among all Montana public safety and homeland security agencies.

**Step:** Inventory all Public Safety Answering Point (PSAP)-related equipment and capabilities owned or operated by State, county, tribal and local entities for the purposes of identifying critical gaps or needs in the establishment of a statewide plan.

**Step:** Assess the adequacy of the state's E9-1-1 telephone line infrastructure to establish whether it has the ability to handle the dramatic increase and diverse types of calls that would flood the system in the event of a catastrophic emergency.

Objective: Procure equipment to enhance interoperable communications using available funding.

*National Priority: Strengthen Communications Capabilities*

**Step:** Identify equipment standards and needs.

**Step:** Determine if regional or discipline prioritization is prudent.

**Step:** Identify sources and acquire the necessary funds to purchase the equipment.

**Step:** Make the necessary equipment purchases.

**Step:** Ensure implementation and use of equipment meets identified standards and needs.
Objective: Promote sustainability of interoperable communications systems.

National Priority: Strengthen Communications Capabilities

Step: Encourage continued installation of critical interoperable communications equipment.

Step: Promote continued expansion of proficiency among jurisdiction and state agencies by planning and conducting tests and exercises that incorporate interoperable communications into the objectives.

Step: Support effective strategies for maintenance of interoperable systems through state and local budgets and prudent allocations of Federal and State grant dollars.
Goal: Promote Appropriate Medical and Public Health Capabilities to Respond to All Hazards Threats.

**Objective:** Support regional response planning efforts for public health and health care facilities.

*National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities*

**Step:** Develop, review and maintain regional response plans and procedures.

**Step:** Provide equipment, training and exercises to ensure regional response plans are adequate.

**Objective:** Ensure capability of EMS and hospitals to rapidly triage, stabilize and transport casualties to appropriate clinical care.

*National Priority: Strengthen Medical Surge and Emergency Triage and Pre-hospital Treatment capabilities*

**Step:** Support development of triage protocols, transport/transfer plans and patient treatment protocols for EMS and hospitals.

**Step:** Provide and support training for EMS and hospital personnel on triage protocols, transport/transfer plans and patient treatment protocols.

**Objective:** Ensure the capability of hospitals, EMS and public health to collect and manage information, including patient care, patient tracking, resource tracking and volunteer management data.

*National Priorities: Strengthen Medical Surge, Emergency Triage and Treatment, Mass Prophylaxis, Mass Care, Fatality Management Capabilities*

Montana

Status: Final Date 01/26/2010

Step: Enhance the capacity of the Montana Department of Public Health and Human Services (DPHHS) Health Information and Resource Management System including Montana Healthcare Mutual Aid System (MHMAS), Resource Management and the Online Pre-hospital Information System (OPHI).

Step: Facilitate, conduct and support Health Information and Resource Management System (HIRMS) exercises at the local, regional and state levels.

Objective: Ensure regional, including tribal, intrastate and interstate, medical response capability.

National Priority: Expand Regional Collaboration, Strengthen Medical Surge, Emergency Triage and Treatment, Mass Prophylaxis

Step: Continue implementation, training and exercise of the state Medical Response Team.

Step: Continue implementation, training and exercise of Ambulance Strike Teams.
Goal: Promote appropriate agricultural and animal health hazard recognition, mitigation, response and recovery.

**Objective:** Enhance surveillance capabilities for rapidly detecting animal, zoonotic diseases, plant diseases and/or contaminants.

*National Priority: Implement the NIPP*

**Step:** Continue to assess agricultural or zoonotic related risks.

**Step:** Continue to monitor for both naturally-occurring and intentionally introduced exotic pests.

**Step:** Enhance the support of Montana Veterinarians, livestock, meat, and plant inspectors, and other entities that perform active and passive surveillance.

**Step:** Continue interagency information sharing among diagnostic labs.

**Step:** Coordinate and incorporate wildlife disease surveillance.

**Step:** Continue to participate in the development of a national and state animal identification plan.

**Step:** Continue to develop and enhance active and passive surveillance procedures and strategies at livestock assembly and shipping points.
Objective: Develop and update state and local response and recovery plans.

National Priority: Implement the NIPP

Step: Update animal disease plan, to include identification, control, destruction, disposal and economic recovery.

Step: Identify local resources.

Step: Continue to upgrade feed, fertilizer, and pesticide databases to access needed information more quickly.

Step: Develop and coordinate cooperative and integrated state/county/local/private animal response teams.

Step: Encourage coordination of state planning with Federal Planning.

Objective: Enhance coordination and communication efforts among local, tribal, state, federal entities, and stakeholders.

National Priority: Expand regional collaboration

Step: Identify agricultural stakeholders including interstate and national.

Step: Develop MOUs with Indian Nations and identified local, state and federal entities.

Step: Develop disease response protocols with partners including law enforcement.

Step: Continue coordination efforts among state and federal laboratories to share information about detection and analysis capabilities and equipment needs.

Step: Enhance communications and information dissemination network and methods.

Step: Identify and seek funding sources to support coordination and communication efforts and activities.
Objective: Develop and enhance statewide and interstate awareness and training efforts.

*National Priority: Expand regional collaboration*

**Step:** Provide animal disease training and outreach opportunities for livestock producers and industry stakeholders to enhance early disease detection and reporting capabilities.

**Step:** Identify needed training and specific courses for both agricultural specialists and those involved in the agricultural industry.

**Step:** Identify participants.

**Step:** Identify expertise, presentation and delivery methods for training.

**Step:** Identify and seek funding sources.

**Step:** Schedule, conduct, and evaluate training courses.

**Step:** Enhance pesticide applicator training program to include more information on terrorism risks, security and emergency response.

Objective: Continue to monitor agricultural threats and vulnerabilities.

*National Priority: Not Applicable*

**Step:** Coordinate with the MATIC, the JTTF, SECC and other partners.

**Step:** Coordinate with GIS Strategic Plan to map locations of crop chemical storages, aerial applicator bases and other vulnerable facilities.
Step: Continue to identify and analyze local at-risk sites, events, animals, and animal products.
Montana will conduct annual reviews of the strategic goals, objectives, and implementation steps of the Montana State Homeland Security Strategy. Evaluate the state’s progress towards preparedness and identify pending objectives that remain incomplete. Additionally provide for revisions to these objectives, as needed, in order to meet designated goals. State agencies have been designated for the implementation of each goal.

The SAA will identify those revised goals and objectives through the standardized reporting format designated by the Department of Homeland Security. This report will earmark those goals and objectives that have been revised and provide new supporting information regarding their measurements and assigned deadlines for completion.
## Acronym List

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
<th>Description</th>
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<tbody>
<tr>
<td>CBRNE</td>
<td>Chemical Biological Radiological Nuclear Explosive</td>
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<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
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<tr>
<td>CIP</td>
<td>Critical Infrastructure Protection</td>
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<td>CST</td>
<td>National Guard Civil Support Team</td>
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<td>DES</td>
<td>Montana Disaster and Emergency Services</td>
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<tr>
<td>DMORT</td>
<td>Disaster Mortuary Response Team</td>
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<tr>
<td>DPHHS</td>
<td>Department of Public Health and Human Services</td>
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<tr>
<td>E9-1-1</td>
<td>Enhanced 9-1-1</td>
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<tr>
<td>EAS</td>
<td>Emergency Alert System</td>
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<td>EDEN</td>
<td>Emergency Disaster Education Network</td>
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<td>EMAC</td>
<td>Emergency Management Assistance Compact</td>
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<td>Emergency Medical Services</td>
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<td>Emergency Operations Center</td>
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<td>EOD</td>
<td>Explosive Ordnance Disposal</td>
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<td>ESF</td>
<td>Emergency Support Function</td>
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<td>FBI</td>
<td>Federal Bureau of Investigation</td>
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<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<td>FWP</td>
<td>Department of Fish, Wildlife and Parks</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System</td>
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<td>HIRMS</td>
<td>Health Information and Resource Management System</td>
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<td>HRSA</td>
<td>Health Resources and Services Administration</td>
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<td>Homeland Security Grants Program</td>
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<tr>
<td>ICS</td>
<td>Incident Command System</td>
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<td>IMT</td>
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<td>JTTF</td>
<td>Joint Terrorism Task Force</td>
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<td>MATIC</td>
<td>Montana All-Threat Intelligence Center</td>
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<td>MHMAS</td>
<td>Montana Healthcare Mutual Aid System</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>NICC</td>
<td>National Interagency Coordination Center</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<td>NIPP</td>
<td>National Infrastructure Protection Plan</td>
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<td>NRF</td>
<td>National Response Framework</td>
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<td>OPHI</td>
<td>Online Pre-Hospital Information System</td>
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<td>PIO</td>
<td>Public Information Officer</td>
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<td>Public Safety Answering Point</td>
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<td>Superfund Amendments and Reauthorization Act</td>
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<tr>
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<td>Volunteer Organizations in Disaster</td>
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