



Montana Emergency Response Framework (MERF)



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Disaster and Emergency Services Division

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Letter of Promulgation

Acts of nature, accidents, and deliberate criminal acts may create situations that require widespread cooperation in response to incidents. The State of Montana is committed to protecting lives, property, the environment, and the economy from the effects of emergencies/disasters. All levels of government bear the responsibility to prepare for, respond to, mitigate, and recover from such events. All members of our communities are responsible for taking reasonable measures to prepare themselves for emergencies.

The intent of the Montana Emergency Response Framework (MERF) is to establish a coordinated structure connecting individual Emergency Operations Plans, Continuity Plans, and Standard Operating Procedures. The MERF, authorized by Montana Code Annotated (MCA) Title 10, Chapter 3; Part 301, is the main coordinating policy document for emergency response by state government.

I direct all the state departments, entities, and other instrumentalities of state government to cooperate fully with each other and the Montana Disaster and Emergency Services Division (MT DES) of the Department of Military Affairs in the execution of the MERF.

The effectiveness of the State's response depends on an understanding of this document. I fully expect each agency to participate in disaster planning and exercises coordinated by MT DES. I respectfully request Department Directors to continue to review their roles and responsibilities in accordance with the MERF to promote a prompt and coordinated response to all incidents, emergencies, and disasters we may face in our state.

I hereby adopt the enclosed document as the state's official Emergency Response Plan. My approval of this plan is pursuant to the authority vested in me by Title 10, Chapter 3 of the Montana Code Annotated.

GIVEN under my hand and Executive Seal of the State of Montana, this ____ day of _____, 2025.

(Name), Governor

Record of Change

Date	Change No.	Description of Change	Initial

Contents

Overview	1
Introduction	2
Section I: Purpose, Scope, Situation, and Assumptions	2
Purpose	2
Scope	3
Situation	3
Assumptions	5
Section II: Organizations, Roles, & Responsibilities	5
Section III: Concept of Operations	8
Operational Management, Collaboration, Coordination, & Integration	13
Operational Planning	29
Operational Communications	31
Logistic Support and Resource Requirements to Implement Framework	31
Section IV: Framework Maintenance	33
Section V: Authorities & References	33
Appendix A: Montana's Critical Infrastructure	A-1
Appendix B: Montana Hazard Analysis	B-1

Overview

Under Montana statute, each level of government is responsible for the safety and security of its residents. Montanans expect local, tribal, and state governments to keep them informed and provide assistance in the event of an emergency or disaster.

America's National Preparedness Goal (NPG) is to create and maintain a secure and resilient nation by employing an all-hazards approach to national preparedness that is flexible and scalable. The MERF fulfills both obligations as a comprehensive all-hazards plan providing for an effective and coordinated response to disasters and emergencies.

The MERF is designed to integrate quickly and efficiently with the federal National Response Framework (NRF) to provide assistance and facilitate communication and coordination between the state, county, tribal, municipal, and federal governments.

The framework presents a consistent structure for utilizing the emergency response resources and capabilities of state, local and tribal governments, volunteer agencies, the private sector, and non-governmental organizations (NGOs). This coordination of partners is achieved through the Incident Command System (ICS), a management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

Emergency response coordination, responsibilities, and lines of authority are outlined in the MERF, its Emergency Support Function (ESF) Annexes, and agency level Standard Operating Procedures (SOP). Each ESF is assigned to a primary state government agency with other entities in supporting roles. The primary agency will work with MT DES in the development, coordination, and maintenance of appropriate annexes, and ensure tasks are completed during emergency operations.

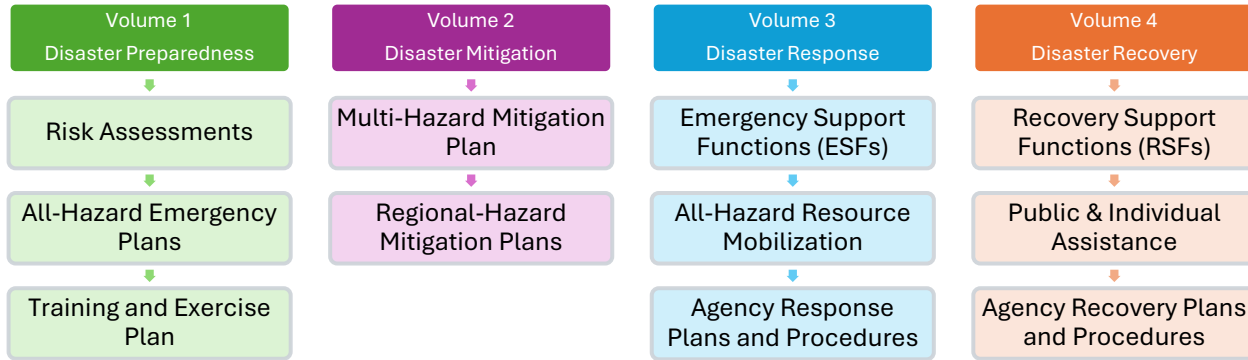
The MERF can be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to a significant event. Selective engagement of one or more of the system's components allows maximum flexibility in meeting the unique operational and information sharing requirements of the situation at hand and enabling effective interaction with various non-federal entities.

The MERF is always in effect for preparedness, response, and initial relief activities and elevated when an emergency or disaster occurs or is imminent. This document supersedes all previous versions. MT DES will be responsible for retaining, updating, and managing the distribution of the MERF and assisting primary agencies in coordinating operational plan development. Modifications to this framework can be made by the Governor, the Director of the Department of Military Affairs, and MT DES personnel.

Introduction

This MERF is part of the suite of plans that make up the State Disaster and Emergency Plan. Consisting of four volumes, the State Disaster and Emergency Plan describes Montana’s comprehensive approach to how the State of Montana prepares for, mitigates the effects of, responds to, and recovers from emergencies and disasters.

Figure 1 – State Disaster and Emergency Plan Structure



Section I: Purpose, Scope, Situation, and Assumptions

Under Montana statute, each level of government is responsible for the safety and security of its residents. Local, tribal, and state governments keep the individuals within their jurisdictions informed and provide assistance in the event of an emergency or disaster. The MERF presents a structure for utilizing the emergency response and resources and capabilities of state, local and tribal governments, volunteer agencies, the private sector, and NGOs in responding to natural, technological, and human-caused disasters and emergencies through aligning, collaborating, and integrating local, tribal, and state agency emergency operations plans (EOPs).

This Framework is always in effect for preparedness, response, and initial relief activities when a major emergency or disaster occurs or is imminent. The Framework is in compliance with the NRF and the NPG and functions within the National Incident Management System (NIMS). The MERF is designed to integrate quickly and efficiently with the NRF.

Purpose

The purpose of this Framework is to assist the people within Montana and sovereign Tribal Nations with emergency and disaster response. The structure of the Framework is intended to facilitate effective inclusion of other entities such as other state governments and the federal government by building on scalable, flexible, and adaptable concepts identified in the NIMS. This Framework includes the safe and effective integration and coordination of NGOs, and all appropriate levels of government involved in emergency response and relief efforts.

The Framework identifies and illustrates the roles and responsibilities in efforts to respond to the effects of all-hazard incidents regardless of cause, size, location, or complexity in order to prevent or minimize loss of life, injury, or damage caused by an incident, emergency, or disaster. The Framework provides a consistent structure for integrating different state EOPs as well as coordinating with related emergency management

programs of local, tribal, state, and federal governments, participating volunteer organizations, private sector contributors, and NGOs.

Scope

The Framework describes the activities necessary to prepare for and respond to events stemming from natural, technological, and human-caused hazards. The roles, responsibilities, capabilities, and actions required of all participants preparing for and responding to incidents, emergencies and disasters are identified.

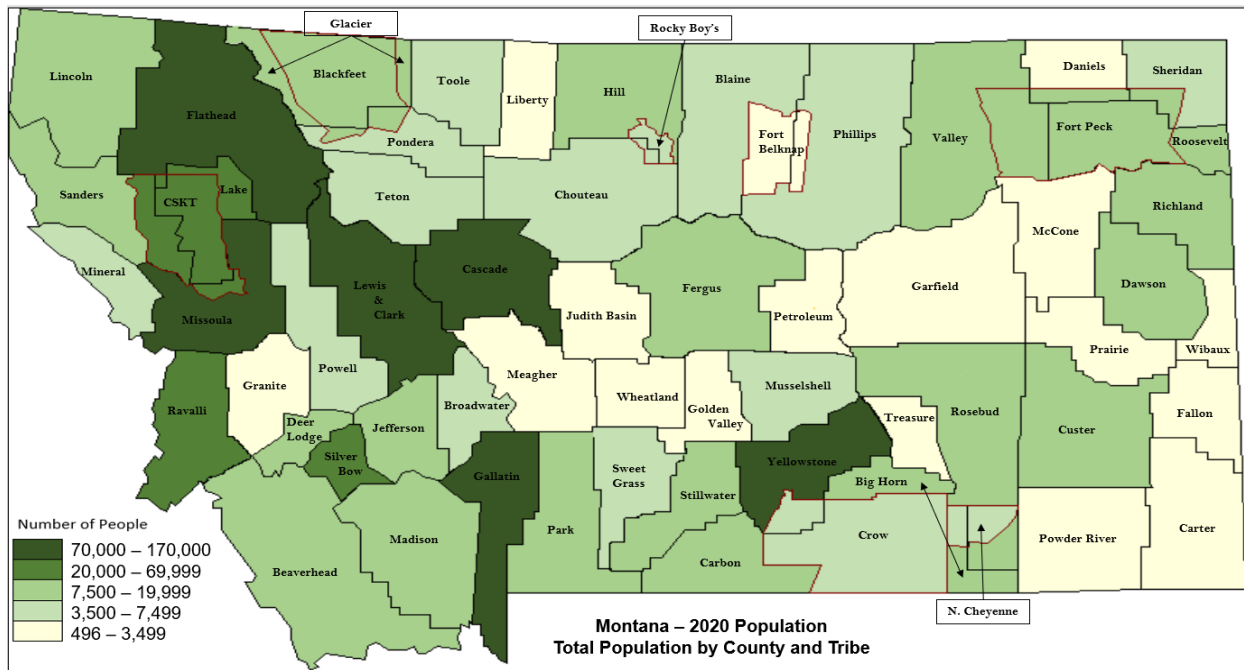
The Framework includes a high-level description of the state’s operations strategies. The overall objective of the Framework is to ensure the effective management of emergency efforts in responding to situations associated with disaster emergencies. This is accomplished through the ICS, which is a component of NIMS, provides the Framework with the capacity to be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to a significant incident. Selective implementation through the engagement of one or more of the components gives flexibility in meeting the unique operational and information sharing requirements of the situation at hand and enabling effective interaction with various entities.

The operation strategies provided in the Framework are illustrated through 16 Emergency Support Functions (ESFs) which are used to organize resources and capabilities. Each ESF identifies coordinating, primary, and support agencies based on authorities and availability of resources in a given functional area.

Situation

Situated along the Canadian border in the western United States, Montana is the fourth largest state in the nation with approximately 147,138 square miles. The state may be divided into three geographic areas, the eastern third is plains, the central third is plains surrounding what are called “island” mountain ranges, and the western third is comprised of mountain ranges and valleys. The state's prominent geological feature is the Rocky Mountains. The Rocky Mountain Front extends from Glacier County in the north to Lewis and Clark County in the south. Most mountain ranges run north to south through Montana and account for one-third of the state's land surface area. The Montana Natural Heritage Program approximates that roughly 29% of Montana's land mass is owned by the federal government and is managed by the United States Forest Service, Bureau of Land Management, and the National Park Service. The seat of state government is located in Helena in southwestern Montana.

There are fifty-six (56) counties, six hundred and twenty-four (624) cities and towns, and eight (8) federally recognized sovereign Tribal Nations within the boundaries of the state. Of the 56 counties in the state, 45 are considered frontier as defined by having population density of less than 6 persons per square mile. According to the estimated July 1, 2022, US Census data, Montana has an estimated population of 1,122,878, with most of the growth occurring within the seven most populous counties. With an overall ratio of 7.6 persons per square mile, most jurisdictions in Montana deal with challenges unique to rural areas. According to the estimated July 1, 2022, US Census, county populations range from as few as 524 residents in Petroleum County to more than 169,852 in Yellowstone County.



There are significant vulnerable populations who may need special assistance during times of emergency. According to the estimated 2020 US Census data, nearly 20% of the state's population is 65 years of age and over. Approximately 9.6% of Montana's residents, under 65 years of age, have been identified as a person with a disability. About 4.1% of the state's population speaks a second language at home. According to The Montana Travel Industry - 2022 Summary report published by the Institute for Tourism and Recreation Research at the University of Montana, roughly 12.5 million non-resident travelers, unfamiliar with local conditions and emergency response capabilities, visit Montana each year. All special needs populations represent a unique emergency planning and response challenge to state, tribal, and local governments that must be met. For further information on Montana's critical infrastructure, hazard analysis, mitigation overview, and capability assessment; refer to the Appendices.

Hazards and Threats

The 2023 State of Montana Multi-Hazard Mitigation Plan (MHMP) – Risk Assessment and Vulnerability Analysis profiles a total of eleven (11) natural, accidental human-caused, intentional human-caused, and technological hazards that could potentially threaten lives, property, and the environment, listed below in order of priority ranking:

1. Wildland and Rangeland Fire
2. Flooding
3. Drought
4. Severe Weather (Winter and Summer)
5. Earthquake
6. Disease
7. Haz-Mat & Transportation Accidents
8. Terrorism, Violence, Civil Unrest & Cyber Security
9. Dam Failure
10. Landslides & Avalanches
11. Volcanic Ash

Assumptions

This current Framework operates considering the following assumptions:

- An emergency or disaster can occur at any time and any location and may create significant degrees of human suffering, property damage, and economic hardship.
- Incidents will not always unfold in a well-defined and predictable manner.
- Local emergency plans include the unique notification, assistance, and support needs of their community.
- Local, state, tribal and federal responders will have overlapping responsibilities and will respond to an incident within the limits of available resources.
- Numerous volunteer organizations, both locally and nationally recognized and spontaneous volunteers, may mobilize personnel, supplies, and equipment to affected areas without coordination or communication with any state or ESF agencies.
- All primary and support agencies assigned roles within any ESF will develop and maintain their plans, standard operating procedures, mutual aid agreements, contracts, and lists necessary for internal use to carry out their responsibilities.
- Private and volunteer organizations respond at the local level to provide support until their resources are exhausted.
- In the early stages of an incident, it might not be possible to fully assess the situation and verify the level of assistance required.
- Not all first responders will be able to respond to an incident with the appropriate resources.
- Not all jurisdictions will have recognized all of their vulnerable populations, identified all appropriate resources for persons with access and functional needs (AFN), or have completed plans for their accommodation during an emergency response.
- State government and professional organizations have resources and expertise available to assist with emergency or disaster related problems that are beyond the capability of the affected tribal and local government.
- Lifesaving and life-protecting response activities have precedence over other emergency response activities, except when national security implications are determined to be of a higher priority.
- The state may be unable to satisfy all emergency resource requests during a major emergency or disaster.
- The ICS will be used as the incident management system for all levels of response.
- Local plans align with state plans, which in turn align with federal plans following the NIMS principles.

Section II: Organizations, Roles, & Responsibilities

A basic premise of emergency management is that disaster response begins and ends at the community level. Effective response depends on integration of whole communities executing their roles and responsibilities. The whole community includes individuals, families, households, communities, the private and nonprofit sectors, faith-based organizations, and local, state, tribal, and federal governments. Each level of government and their agencies will differ in their roles and functions and in coordinating resources as it relates to disaster response.

Federal Government

The federal government has responsibilities to respond to national emergencies and to provide assistance to states when an emergency or disaster is beyond their capability to handle. The Federal Emergency Management

Agency (FEMA) has the overall responsibility for the coordination of federal emergency and disaster relief programs and supporting local and state government capabilities with resources.

State Government

The state government has a mandate to prepare for and respond to disasters through the enactment of emergency management legislation and the responsibility to develop and maintain programs in comprehensive emergency management. The state provides direct guidance and assistance to its local jurisdictions in program development and channels federal guidance and assistance down to the local level. The state coordinates emergency responses through the combined efforts of local government, state, and federal agencies, and volunteer and private sector organizations – [Declaration of Policy 10-3-101 MCA](#).

Governor

As the Executive Head of state, the Governor has the inherent responsibility and the constitutional and statutory authority to commit state and local resources (personnel, equipment and financial) in order to authorize and provide for coordination of activities relating to emergency or disaster response by agencies and officers of this state and similar state-local, interstate, federal-state, and foreign activities (in which political subdivisions and tribal governments may participate) – [Declaration of Policy 10-3-101 MCA](#).

Governor's Multi-Agency Coordinating (GMAC) Group

The Governor may establish a GMAC, which consists of selected state department subject matter experts, department heads designated by their directors, members of the Governor's cabinet, and appropriate Elected Officials; formed expressly for the purpose of addressing policy for a specific incident. While strategic and tactical issues are managed by the Incident Command Post (ICP) and the State Emergency Coordination Center (SECC), the GMAC assists the Governor in matters of policy during complex emergency or disaster situations. The primary function of the GMAC is to prioritize the incident demands for critical or competing resources. Under the direction of the Governor, the GMAC may coordinate and oversee the Governor's policies for maintaining situational awareness as an incident evolves; advising preparedness, response, and risk management activities; coordinating interagency and public communications; and providing guidance and support to State and local agencies.

Governor's Authorized Representative

The Governor's Authorized Representative, normally the MT DES Administrator or a member of the Command Staff, serves as the state's representative for the execution of all necessary documents for disaster assistance following a gubernatorial or Presidential declaration of an emergency or disaster. The MT DES Administrator will act in cooperation with the Federal Coordinating Officer (FCO) during a Presidential disaster declaration.

MT DES

The Governor has delegated MT DES responsibility for the management and coordination of state emergency operations and, when necessary, federal resources. MT DES is responsible for the organization and operation of the State Emergency Coordination Center (SECC) daily and when activated for an emergency. MT DES is responsible for coordinating with state departments, assisting local government in all phases of emergency management, and in developing and maintenance of the Framework. In emergency or disaster situations, the MT DES Administrator, or their designee, will make recommendations to the Governor on state declarations of a disaster or emergency, requests for federal assistance, and provide situation reports on ongoing activities – Division of Disaster and Emergency Services in 10-3-105 MCA.

The MT DES Administrator or their designee, operating on behalf of the Governor, provides the necessary coordination, direction, and control for state rendered emergency assistance to local jurisdiction(s) in those situations that do not warrant a Gubernatorial Declaration of Disaster/Emergency. If an emergency or disaster situation is of such severity and magnitude as to warrant a Presidential declaration, the MT DES Administrator may designate a Public Assistance Officer, a Mitigation Officer, and Individual Assistance Officer.

State Departments

When requested and within their statutory authorities, state agencies are responsible to provide assistance to local jurisdictions when local capabilities are overwhelmed by an emergency or disaster. Upon implementation of this framework, primary agencies are responsible for their assigned ESF. The operational roles, responsibilities and intra-organizational relationships of state departments are described in assigned ESFs to this framework. State agencies are to cooperate with and extend their services and facilities to the governor upon the governor's request - [Governor Commander-In-Chief Duties 10-3-305](#).

State Hazard Mitigation Officer

Serves as the state's representative for all mitigation activities, technical and financial.

Public Assistance (PA) Officer

Serves as the state representative to the local, state, and federal Post Disaster Assessment (PDA) team assessing damage to public infrastructure. The PA Officer's tasks include coordinating the project worksheets (PW) with the Federal Emergency Management Agency (FEMA) PA Officer, overseeing project billing and disbursement of federal and state funds, providing for project closeouts, and executing all necessary documents when a Presidential declaration includes Public Assistance.

Individual Assistance (IA) Officer

Serves as the state representative on the federal PDA team when an Individual Assistance declaration is being sought. The IA Officer coordinates with multiple state agencies, local Emergency Management Coordinators and Commissioners, the Small Business Administration (SBA), Montana Voluntary Organizations Active in Disaster (MTVOAD), the Farm Service Agency (FSA), and FEMA to identify potential individual needs and facilitate assistance.

Local & Tribal Governments

The elected officials of each political subdivision (counties, municipalities, and tribes) have the responsibility to reduce the vulnerability of hazards to people and property from the effects of emergencies and disasters. They should ensure that local governmental agencies are capable of efficient and responsive mobilization of resources in order to protect lives, minimize property loss, and expedite recovery efforts during an emergency or disaster. Local and tribal governments are responsible for the development of a disaster and emergency program with deliberate, purposeful plans and well-trained emergency personnel to provide immediate and effective relief and recovery assistance to the limits of their capability. The local emergency plans should be prepared based upon a valid hazards and risk analysis – [Local and Interjurisdictional Disaster and Emergency Plan 10-3-401 MCA](#).

Non-Governmental Organizations

NGOs play an essential role in a disaster or emergency to needs within the state. Non-political, non-profit services, and faith-based organizations that have no affiliation with a government of any nation other than the support from government sources in the form of financial or in-kind contribution may assist during or after a disaster or emergency.

Non-Profit and Volunteer Organizations

NGOs may be a member of Voluntary Organizations Active in Disasters (MT VOAD) or Community Organizations Active in Disasters (COAD). VOAD has been primarily used on the State level and COADs have been more localized, such as to service an entire County or local jurisdiction. VOAD or COADs are a community organization made up of public, private, volunteer, and nonprofit agencies and organizations who may be active in all phases of disaster: preparation, response, recovery, and mitigation. They enhance the ability for all communities involved to mitigate, prepare for, respond to, and recover from disasters.

Private Sector Entities

Private sector entities play an essential role in a disaster or emergency through partnerships with each level of government. Businesses, commerce, private cultural and educational institutions, and industries provide resources specifically for emergency management purposes. Private sector entities have significant responsibility for critical infrastructure protection and business restoration.

Some NGOs and private sector entities may have existing Memorandums of Understanding/Agreements with the state, have pre-identified supporting roles to specific Emergency Support Functions. These organizations may be called upon, as appropriate, to assist in disaster preparedness, response, and recovery.

Multi-Agency Coordinating (MAC) Groups

MAC Groups (sometimes called policy groups) typically consist of agency administrators, executives, or their designees. Organizations at any level (e.g., local, state, tribal, or federal) or within any discipline (e.g., emergency management, public health, critical infrastructure, or private sector) may establish a MAC Group depending upon the complexity of an incident. The functions of the MAC Group are to act as policy-level bodies during incidents, supporting resource prioritization and allocation, and enabling decision making among elected and appointed officials and those responsible for managing the incident. MAC Groups do not perform incident command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations.

Section III: Concept of Operations

The major priorities of Montana disaster and emergency activities and the Framework are continuity of government operations, the preservation of life, and the protection of property, critical infrastructure, the environment, and the economy. The Concept of Operations section of the Framework provides an overview of the State of Montana's framework for emergency response, which is illustrated through community lifelines, core capabilities, collaboration and integration, and operational management and coordination.

Community lifelines describe the critical services within a community that must be stabilized or re-established to alleviate threats to life and property. The response core capabilities describe the grouping of response actions that can be taken to stabilize and re-establish the community lifelines.

Community Lifelines

Community lifelines represent only the most basic services a community relies on and which, when stable, enable all other activities within a community. Stabilizing community lifelines is the primary focus in response to emergencies or disasters to lessen threats and hazards to public health and safety, the economy, and security. Community lifelines are composed of multiple components that encompass infrastructure, assets, and services

within a community. Below are descriptions of each community lifeline. Lifelines rely on multiple government entities, businesses, and infrastructure sectors. Because of this, community lifelines seldom fit within a single department, agency, infrastructure sector, or industry. Failure in one community lifeline will cascade across to other community lifelines.

Figure 1: Community Lifelines







Response Core Capabilities

Core capabilities are used to organize, analyze, and build the functions and services needed in response to emergencies and disasters. There are fifteen (15) core capabilities that each have separate objectives and lists critical tasks required to achieve emergency and disaster responses. All plans that fall under the MERF need to address the fifteen (15) response core capabilities and take the critical tasks of each core capability into consideration while preparing for and responding to incidents in order to achieve the objectives of each core capability. Table 2 below provides a description of each response core capability, their objectives, and critical tasks.

Emergency Response Core Capabilities

These include activities to address the immediate and short-term goals to preserve life, property, the environment, and the social, economic, and political structure of the community. Response also includes the execution of emergency operations plans and incident mitigation activities designed to limit loss of life, personal injury, property damage, and other unfavorable outcomes. Response activities are listed in Table 1 under the critical tasks of each core capability that supports the response mission. During the response stage, State departments and agencies are responsible for conducting or supporting core capabilities during emergency responses:

Table 1: Overview of Response Core Capabilities & Critical Tasks

	Planning
Critical Tasks: <ul style="list-style-type: none">▪ Develop operational plans that adequately identify critical objectives based on the planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.▪ Coordinate planning technical assistance to support response capacity and surge needs.▪ Capture after-action recommendations and lessons learned.	
	Public Information and Warning
Critical Tasks: <ul style="list-style-type: none">▪ Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public in taking protective actions.▪ Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.	
	Operational Coordination
Critical Tasks: <ul style="list-style-type: none">▪ Mobilize all critical resources to support establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the State and maintain, as needed, throughout the duration of an incident.▪ Enhance and maintain NIMS-compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.	
	Infrastructure Systems
Critical Tasks: <ul style="list-style-type: none">▪ Coordinate resources to decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.	

- Coordinate resources to re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.



Critical Transportation

Critical Tasks:

- Coordinate transportation resource allocations during an emergency and/or disaster activation.
- Assess transportation system and infrastructure damage immediately following an event and begins determination of potential needs and resources
- Determines the most viable transportation networks.
- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
- Monitors and reports the status of the transportation system and infrastructure.
- Identifies temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed.



Environmental Response / Health and Safety

Critical Tasks:

- Conduct State-level health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population.
- Support operations that assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery.



Fatality Management Services

Critical Tasks:

- Support operations to recover a significant number of fatalities over a geographically dispersed area.



Fire Management and Suppression

Critical Tasks:

- Support the provision of traditional first response or initial attack firefighting services.
- Conduct expanded or extended attack firefighting and support operations through coordinated response of fire management and specialized fire suppression resources.
- Ensure the coordinated deployment of appropriate local, regional, national, and international fire management and fire suppression resources to reinforce firefighting efforts and maintain an appropriate level of protection for subsequent fires.



Logistics and Supply Chain Management

Critical Tasks:

- Coordinate the delivery of governmental and non-governmental resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition

to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors.

- Enhance public and private resource and services support for an affected area.



Mass Care Services

Critical Tasks:

- Coordinate resources to meet the needs of disaster survivors, including individuals with access and functional needs.
- Support the operational establishment of staff and equip emergency shelters and other temporary housing options ensuring that shelters and temporary housing units are physically accessible for individuals with disabilities and others with access and functional needs.
- Support local jurisdictions as they move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.



Mass Search and Rescue Operations

Critical Tasks:

- Coordinate search and rescue operations resources to locate and rescue persons in distress, based on the requirements of state and local authorities.
- Support the initiation of community-based search and rescue support operations across a wide geographically dispersed area.
- Coordinate local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.



On Scene Security, Protection, and Law Enforcement

Critical Tasks:

- Support the establishment of a safe and secure environment in an affected area.
- Support on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.



Operational Communication

Critical Tasks:

- Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between local, state, and Tribal, first responders.
- Coordinate resources to re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.



Public Health, Healthcare, and Emergency Medical Services

Critical Tasks:

- Support medical countermeasures to exposed populations.
- Support operations in completing triage and the initial stabilization of casualties and begin definitive care for those likely to survive their injuries and illness.
- Support the return of medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.



Situational Assessment

Critical Tasks:

- Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental and non-governmental resources within and outside of the affected area to meet basic human needs and stabilize the incident.
- Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities and engage governmental and non-governmental resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Operational Management, Collaboration, Coordination, & Integration

Response to incidents should be handled at the lowest jurisdictional level capable of handling the incident. The jurisdiction's structure can be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to an incident. The overall objective is to ensure the effective management of emergency efforts in responding to situations associated with disaster emergencies.

The Framework is the primary guide for managing incidents and details the coordinating structures and processes used during emergencies in Montana. Other state department and agencies' plans provide details on authorities, response protocols, and technical guidance for responding to and managing specific situations such as hazardous materials spills, wildland fires, health emergencies, etc. The following section describes the managing, collaborating, coordinating, and integrating structures used within the State of Montana:

State Collaborating and Integrating Structures:

State collaborating and integrating structures include the State Emergency Response Commission (SERC), MT DES, SECC, ESF agencies, Recovery Support Function (RSF) agencies, the Northern Rockies Coordination Group (NRCG), and state independent committees or councils focused on specific areas or functions which develop or upgrade procedures and guidelines.

Local & Tribal Collaborating and Integrating Structures:

Local and Tribal collaborating and integrating structures in Montana include local emergency planning committees (LEPCs), tribal emergency response commissions (TERCs), local Office of Emergency Management (OEM) or DES, local Emergency Operations Centers (EOCs), Public Health Emergency Preparedness (PHEP), Disaster Planning Committees (DPCs), Community Emergency Response Teams (CERTs), and chapters of associations whose procedures are inclusive in the local EOPs. These structures organize and integrate their capabilities and resources with neighboring jurisdictions, the state, the private sector, and NGOs.

Private Sector Collaborating and Integrating Structures:

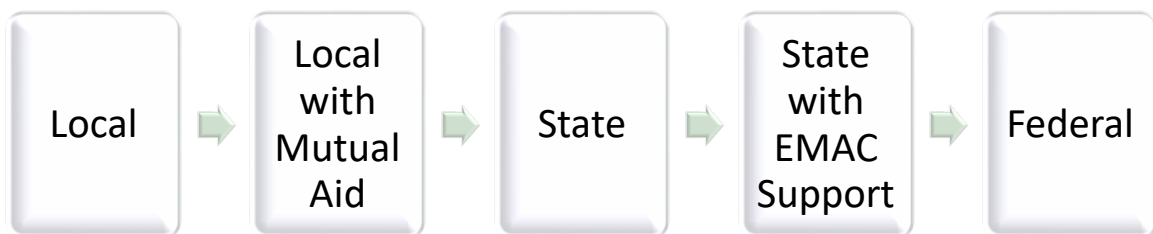
Private sector collaborating and integrating structures include business EOCs, industry trade groups, and private sector information and intelligence centers. These organizations support collaboration and can coordinate with and support NGOs, and in many situations, they serve as a conduit to local and state government coordinating structures.

Federal Level Management and Coordination:

If the emergency is of a magnitude that federal assistance is granted, the federal agencies’ actions are in support of the state and local governments. Coordination will take place from the appropriate Emergency Support Function to the federal Emergency Support Function. If one is established, coordination will take place at the SECC or a Joint Field Office (JFO).

State Level Management and Coordination:

The state emergency operation organizational structure is designed to be flexible, easily expandable, and proactive to the needs of local government. There are certain similarities in the sequence of emergency operations, with few exceptions, followed by each level of government in response to an emergency or disaster. Local requests for lifesaving emergency assistance may be acted upon verbally and subsequent local declaration and justification documentation should follow as soon as practical. The typical sequence is:



Montana’s planned emergency response is based on the premise that the Governor may exercise authority to use the resources of state government when the capabilities and resources, including mutual aid, of the local or Tribal jurisdiction are exceeded by an emergency or disaster event, thereby requiring the assistance of state government. The management of the state's response is guided by the Framework and its implementing procedures. Such assistance, when authorized, will be provided by state agencies operating as part of an effort coordinated by MT DES operating on behalf of the Governor. The Governor may request assistance from the federal government if the capabilities and resources of local, tribal, and state governments and Emergency Management Assistance Compact (EMAC) are exceeded.

Through state resources, the Governor communicates with the public, facilitates coordination and assistance within Montana as well as with other states, tribal governments, and the federal government, and makes, amends, or suspends certain orders and regulations appropriate with a response. The governor has the authority to suspend the provisions of any regulatory statute prescribing the procedures for conduct of state business or orders or rules of any state agency if the strict compliance with the provisions of any statute, order, or rule would in any way prevent, hinder, or delay necessary action in coping with the emergency or disaster – [General Authority of Governor 10-3-104 MCA](#).

State Emergency Coordination Center

The SECC's principal emergency management function is not that of an initial responder, but that of coordinator and is the primary location through which MT DES can coordinate support, acquisition, prioritization, and distribution of state, private, voluntary, and if needed, federal resources to local governments in disaster situations. Based upon the timely receipt and verification of the emergency request of a local or tribal jurisdiction, MT DES will task the appropriate state agency to provide requested resources, services, or information. The state department receiving a task or mission will coordinate assistance with the incident management structure of the requesting jurisdiction. If the disaster situation is of such magnitude as to require

federal assistance, the state, through the SECC or a Joint Field Office (JFO) if one has been established, will coordinate that operation.

Assistance available to local and tribal governments depends on the incident, and upon some key milestones. Unless a local jurisdiction declares an emergency or disaster and imposes a 2-mil emergency levy on their constituents, the state is unable to provide any financial assistance. Tribal governments are not required to impose any levies. The SECC is always available to assist in locating resources and connecting local and tribal officers with technical experts, but local and tribal governments remain responsible for all costs associated with those services. The Governor may, but is not obligated to, authorize state general funds to assist local and tribal governments during times of emergency and disaster – [Emergency or Disaster Expenditures 10-3-311 MCA](#).

Emergency Support Functions

Specific Emergency Support Functions (ESF) are assigned to designated state departments and agencies based on statutory authority and/or because certain entities serve as the subject matter expert for a particular function. ESF primary agencies can be assisted by supporting state agencies, private and public organizations, and NGOs in the execution of a mission.

A comprehensive all-hazards response requires coordination between all ESFs who have a role in supporting response to incidents. During the initial response phase to an incident, information is often limited or incorrect. Ongoing communication and situational awareness among all parties are vital to an effective, comprehensive state response. Timely and proactive engagement between the SECC and appropriate ESFs, regardless of the nature or size of an incident, can minimize loss of life or property. The SECC may initiate selective ESF engagement upon notification of an incident. However, ESFs may be the first to detect an incident that could require a state response. Departments, agencies, local and tribal authorities should consider engaging the SECC and other ESFs when:

- An incident has the potential to exceed the normal day-to-day capacity of the responding agency.
- There is a potential for cascading effects, such as an extended power outage from a winter storm that begins to affect critical care facilities or other infrastructure.
- The nature of the incident indicates a role for other ESF partners.
- Extra-ordinary resource mobilization may be necessary, e.g., Montana National Guard
- Engagement of the Office of the Governor may be required to release funding and resources
- There is a potential for significant media or political interest

The level of engagement depends on the demands of incident and the requirements for each ESF to exceed their normal day-to-day operations for response operations. Staff may be assigned, as necessary, to the SECC by departments and agencies supporting Framework ESFs to assist in response operations.

In accordance with the provisions of MCA Title 10, Chapter 3, Part 30 MT DES will perform the responsibilities of the coordinating agency for each of the state's 16 Emergency Support Functions. During incidents, ESF tasks will be performed, in large part, through the SECC's Operations Section. MT DES, as the coordinating agency is responsible for:

- Planning, organizing, coordinating, and engaging the various ESFs during an incident, disaster, or emergency
- Collaborating with the primary agencies to identify appropriate support agencies for an ESF
- Develop and maintain an effective procedure for the alert and notification of all ESF primary and support agencies. This task will require the coordinating agency to develop and maintain a call-down list with 24-7-365 contact information for key personnel for all ESF primary and support agencies
- Helping ESF partners identify appropriate roles and responsibilities for themselves

- Facilitate and where appropriate, host working meetings of the ESF partners
- Establishing the operational requirements for the ESF
- Tasking ESF agencies
- Developing, facilitating, and maintaining the ESF annexes to the MERF

An ESF primary agency is a state agency that provides significant authorities, roles, resources, or capabilities to a particular ESF. The primary agency for each ESF is designated by the Coordinating Agency – MT DES. The responsibilities of a primary agency include:

- Providing a Point-Of-Contact (POC) or Liaison for the SECC when requested by the SECC
- Assigning a liaison to the SECC when requested by the coordinating agency. The role of the ESF POC or Liaison incorporates the following duties:
 - Collaborate with the SECC to identify appropriate Support Agencies for the specific mission of the ESF
 - Coordinate and collaborate with support agencies as needed.
 - Provide and maintain situational awareness with the SECC
 - Reporting current resource capabilities to the SECC on a regular basis
- Conducting operations and providing services, staff, equipment, and supplies consistent with their own authority and resources when requested by the SECC.
- When necessary, participate in planning for short- and long-term incident management.
- Developing and maintaining the necessary supporting agency Emergency Operational Plans (EOP), Emergency Action Plans (EAP), Standard Operating Procedures (SOP) or Standard Operating Guidelines (SOG), checklists, notification lists, and resource inventories.
- Assisting in the SECC After-Action Review.
- Ensuring appropriate agency personnel are trained to support interagency emergency response and support teams.
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.

State departments or agencies not assigned to specific ESFs may be called upon to support any or all Emergency Support Functions. These departments and agencies must be prepared to provide a reserve of material and personnel resources; and may be required to perform previously unassigned tasks or supplement other response agencies. The tables below list the various ESFs, the scope of each ESF, and the MT state agencies assigned as primary agencies and support agencies. Standard operating guidelines for managing disaster recovery (e.g., incident management structure to be established, required positions, agency roles, resource management, public information, joint information center management, etc.) can be found in the MT DES SECC Operating Guide and Disaster Communications Plan.

Mutual Aid

The Statewide Mutual Aid System Act allows any political jurisdiction in Montana to request resources from or make resources available to any other political jurisdiction. Sovereign Indian Nations may choose to participate in the intrastate mutual aid system by adopting a Tribal Government Resolution declaring the tribe’s desire to be a member jurisdiction. Intrastate mutual agreements may be formal or informal, written, or oral. Intrastate mutual aid should be exhausted prior to requesting support from MT DES – [Intrastate Mutual Aid System 10-3-9 MCA](#).

[Montana Code Annotated 10-3-205](#) allows Montana to enter into interstate mutual aid compacts that provide voluntary assistance among participating states in responding to any disaster or imminent disaster that overextends the ability of local and state governments to reduce, counteract, or remove the danger. Montana participates in the Emergency Management Assistance Compact (EMAC), the nation's state-to-state mutual aid system administered by the National Emergency Management Association (NEMA). Assistance may include, but is not limited to, rescue, fire, police, medical, communication, and transportation services and facilities to cope with problems which require use of special equipment, trained personnel, or personnel in large numbers not locally available.

Montana may also enter into intergovernmental arrangements with neighboring provinces of Canada for the purpose of exchanging disaster and emergency services. Occasionally, MT DES personnel may be deployed to local or tribal emergency management programs to assist with emergencies or disasters. Mutual aid agreements between Montana and emergency and disaster response partners are kept on file at MT DES - [Intergovernmental Arrangements 10-3-204 MCA](#). Montana is also a member of the Northwestern Fire Compact allowing the sharing of resources between Montana and five Canadian Provinces/Territories.

Local Level Management and Coordination

Counties or municipalities are responsible for emergency operations within its jurisdiction. The on-scene Incident Commander (IC) is responsible for the command and control of specific activities at the incident site. Local government is generally responsible for coordination and control of all administrative and overhead functions. When an emergency situation threatens to escalate beyond the capabilities of on-scene responders, including mutual aid assistance, activation of the local EOC may be required. The acquisition of additional resources and dissemination of disaster information functions move to the EOC so that the management of these functions can be more easily controlled and coordinated by the responsible authority.

Direction and control prior to, during, and following an emergency or disaster rests with the elected leadership of the legally recognized jurisdiction impacted by a given emergency or disaster. This authority continues throughout the stages of emergency operations or until conditions warrant a change in such authority. Each local and Tribal governmental body will develop and maintain their own current EOP, specific procedures and checklists necessary for accomplishing necessary emergency management tasks. Plans may allow elected leadership of the legally recognized jurisdictions to delegate authority and re-assign responsibility to designated departments, agencies, divisions, bureaus, offices, or other components of the group. Local and Tribal bodies involved in emergency management will:

- Retain administrative control of their personnel and equipment when tasked to support other local jurisdictions or state departments.
- Maintain detailed logs of personnel and other costs for possible reimbursement.
- Monitor and coordinate with their counterparts during the implementation of emergency assistance programs, as appropriate. As this occurs, the SECC will be kept informed of this coordination.
- Notify MT DES of any information regarding possible/pending incidents or disasters.

Incident Level Management and Coordination

A local incident management system, incorporating the functions, principles, and components of NIMS, to include ICS should be adopted and utilized by all response agencies. The local EOP should delineate the concept for on-scene incident management to be used by all local agencies involved in emergency operations. The flexibility and rapidly expandable organizational structure, and the use of a common terminology, make this system particularly useful when coordinating a multi-functional response, as well as, easily adaptable to supporting multiple agencies or multiple jurisdictional emergencies. EOPs should include details on the interface between the on-scene incident command system, EOCs, and the interface with the SECC.

Continuity of Operations for All Levels

Because incidents may affect local, tribal, and state entity’s ability to provide assets, assistance, and services, continuity planning and operations are an inherent component of operational management and coordination. Continuity increases resilience and the likelihood that organizations can perform essential functions and deliver core capabilities that support response and recovery efforts. The local, Tribal, and State levels of government are responsible for developing and maintaining their own Continuity of Operations (COOP) Plans.

Regulatory and Administrative Procedures

In order to assist emergency operations during an emergency or disaster, local, tribal, and state governments may determine if any normal regulatory and/or administrative procedures shall be suspended, amended, or made optional. Departures from the usual methods of doing business may be stated in the Governor’s Declaration or Executive Order of a disaster or emergency, if warranted and issued.

Overview of Emergency Support Functions



ESF 1 - Transportation

<p>Purpose: Describes how the State of Montana will coordinate emergency transportation needs during a time of emergency including assessing damage to and restoring and maintaining transportation networks, specifically roads and bridges.</p>	
<p>Scope: Activities included within the scope of ESF 1 are:</p> <ul style="list-style-type: none"> • Monitors and reports the status of and damage to the transportation system and infrastructure. • Identify temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed. • If requested, supports federal implementation of appropriate air traffic and air space management measures. • Coordinates regulatory waivers and exemptions. • Provides long-term coordination of the restoration and recovery of the affected transportation systems and infrastructure if required. 	<p>Primary Agency:</p> <ul style="list-style-type: none"> ▪ Montana Department of Transportation <p>Supporting Agencies:</p> <ul style="list-style-type: none"> ▪ Montana Department of Administration ▪ Montana Department of Agriculture ▪ Montana Department of Environmental Quality ▪ Montana Department of Justice ▪ Montana Department of Labor and Industry ▪ Montana Department of Livestock ▪ Montana Department of Military Affairs ▪ Montana Department of Public Health and Human Services ▪ Montana Fish, Wildlife, & Parks ▪ Montana Public Service Commission
<p>Coordination with Other ESFs</p>	
<p>ESF 3 – Public Works and Engineering</p> <ul style="list-style-type: none"> • Supports the assessment and restoration of the transportation network including debris clearance. <p>ESF 13 – Public Safety and Security</p> <ul style="list-style-type: none"> • Assists in traffic control and escort of emergency supplies. 	



ESF 2 - Communications

Purpose: Describes how the State of Montana will provide communications and information technology support during times of emergency.	
Scope: Activities included within the scope of ESF 2 are: <ul style="list-style-type: none"> • Coordinates with state and local partners to ensure the capacity to communicate with both the emergency response community and the affected population. • Coordinates the establishment of interoperable voice and data communications between local, tribal, and state responders. • Supports the re-establishment of sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities; provide basic human needs, including the needs of individuals with disabilities and others with access and functional needs; and transition to recovery. 	Primary Agency: <ul style="list-style-type: none"> ▪ Montana Department of Administration Supporting Agencies: <ul style="list-style-type: none"> ▪ Montana Department of Corrections ▪ Montana Department of Justice ▪ Montana Department of Natural Resources and Conservation ▪ Montana Department of Military Affairs ▪ Montana Department of Public Health and Human Services ▪ Montana Department of Transportation
Coordination with Other ESFs	
All ESFs - Supports interoperable and redundant communications systems to ensure ESF agencies can communicate with each other and the SECC.	



ESF 3 – Public Works and Engineering

Purpose: Describes how the State of Montana will provide engineering expertise, compliance assistance, construction management, and contracting services to support emergency public works needs during a time of emergency.	
Scope: Activities included within the scope of ESF 3 are: <ul style="list-style-type: none"> • Supports pre-incident and post-incident assessments of public works and infrastructure. <i>Note: This is a primary function of the local and tribal governments.</i> • Emergency contract support for life saving and life-sustaining services. • Technical assistance to include engineering expertise, compliance assistance, construction management, and contracting services. • Emergency repair of damaged public works infrastructure. 	Primary Agency: <ul style="list-style-type: none"> ▪ Montana Department of Environmental Quality Supporting Agencies: <ul style="list-style-type: none"> ▪ Montana Department of Administration ▪ Montana Department of Commerce ▪ Montana Department of Justice ▪ Montana Department of Natural Resources and Conservation ▪ Montana Department of Military Affairs ▪ Montana Department of Labor & Industry ▪ Montana Department of Transportation
Coordination with Other ESFs	

<p>ESF 1 – Transportation</p> <ul style="list-style-type: none"> Identifies impacts to the state’s transportation infrastructure and develop priorities for repair and restoration. <p>ESF 10 – Oil and Hazardous Materials Response</p> <ul style="list-style-type: none"> Identifies impacts to hazardous materials and hazardous waste sites and develop priorities for repair and restoration. <p>ESF 12 – Energy</p> <ul style="list-style-type: none"> Identifies impacts to the state’s energy infrastructure and develop priorities for repair and restoration.



ESF 4 – Firefighting

<p>Purpose: Describes how the State of Montana will provide support for the detection, management, and suppression of wildland, rural, and urban fires resulting from, or occurring coincidentally with, an all-hazard incident requiring a coordinated national response for assistance.</p>	
<p>Scope: Activities included within the scope of ESF 4 are:</p> <ul style="list-style-type: none"> Provides wildland and structure firefighting resources to local, state, and tribal agencies in support of fire management and suppression operations. Provides command, control, and coordination of resources (to include incident management teams, area command teams, and multi-agency coordination group support personnel) to local, state, and tribal agencies in support of firefighting and emergency operations. 	<p>Primary Agency:</p> <ul style="list-style-type: none"> Montana Department of Natural Resources and Conservation <p>Supporting Agencies:</p> <ul style="list-style-type: none"> Montana Department of Corrections Montana Department of Justice Montana Department of Environmental Quality Montana Department of Livestock Montana Department of Military Affairs Montana Department of Transportation Montana Fish, Wildlife, and Parks Montana State University – Extension
<p>Coordination with Other ESFs</p>	
<p>ESF 1 – Transportation</p> <ul style="list-style-type: none"> Assists in the movement of firefighting resources and personnel to the incident. <p>ESF 6 – Mass Care</p> <ul style="list-style-type: none"> Provides mass care support for residents displaced by a fire incident. <p>ESF 12 – Oil and Hazardous Materials Response</p> <ul style="list-style-type: none"> Provides technical support for fire incidents that involve hazardous materials. 	



ESF 5 – Information and Planning

<p>Purpose: Describes how the State of Montana will compile, analyze, and coordinate overall information planning activities in the State Emergency Coordination Center (SECC).</p>	
<p>Scope: Activities included within the scope of ESF 5 are:</p>	<p>Primary Agency:</p> <ul style="list-style-type: none"> Montana Disaster and Emergency Services

<ul style="list-style-type: none"> • Serves as a hub for the receipt and dissemination of incident information. • Coordinates with federal and state agencies and local, tribal, and private sector emergency management organizations to facilitates the flow of situational information. • Collects, processes, analyzes, and disseminate information to guide response and recovery activities. • Collects sand aggregate damage assessment data and track local declarations. • Coordinates incident planning in the SECC including development of information products. 	<p><u>Supporting Agencies:</u></p> <ul style="list-style-type: none"> ▪ All Montana Emergency Support Function primary and support agencies.
<p>Coordination with Other ESFs</p>	
<p>All ESFs – All functions provide situation status updates to ESF 5 to guide incident action planning activities.</p>	



ESF 6 – Mass Care

<p>Purpose: Describes how the State of Montana will support the efforts of local and tribal governments to address the mass care, emergency assistance, temporary housing, and human services needs of people impacted by disasters.</p>	
<p>Scope: Activities included within the scope of ESF 6 are: <u>Mass Care:</u></p> <ul style="list-style-type: none"> • Sheltering the general population and populations with access and functional needs • Feeding operations • Emergency first aid • Bulk distribution of emergency relief items • Collecting and providing information on those affected by the disaster to family members <p><u>Emergency Assistance:</u></p> <ul style="list-style-type: none"> • Family Reunification <p><u>Human Services:</u></p> <ul style="list-style-type: none"> • Disaster unemployment insurance • Disaster legal services • Veteran’s support • Services for populations with access and functional needs • Processing of other state and federal benefit claims. 	<p><u>Primary Agency:</u></p> <ul style="list-style-type: none"> ▪ Montana Department of Public Health and Human Services <p><u>Supporting Agencies:</u></p> <ul style="list-style-type: none"> ▪ Montana Department of Administration ▪ Montana Department of Agriculture ▪ Montana Department of Commerce ▪ Montana Department of Justice ▪ Montana Department of Labor and Industry ▪ Montana Department of Livestock ▪ Montana Department of Military Affairs ▪ Montana Department of Transportation
<p>Coordination with Other ESFs</p>	
<p>ESF 8 – Public Health and Medical Services</p>	

- Coordinates technical assistance and subject matter expertise regarding sheltering of population with medical needs.

ESF 11 – Agriculture and Natural Resources

- Provides technical assistance and subject matter expertise regarding sheltering of livestock.
- Supports Food Safety Modernization Act (FSMA) and Produce Safety Rule (PSR) compliant training, education, outreach, technical assistance, and enforcement as it relates to Montana’s produce industry.

ESF 13 – Public Safety and Security

- Supports local and tribal law enforcement with security for mass care facilities.
- Provides shelter for emergency or disaster victims at correction facilities, if needed.



ESF 7 – Logistics

Purpose: Describes how the State of Montana will provide logistical and resource support during a time of emergency, as well as provide and coordinate financial tracking and records management of overall costs of the state’s response.

Scope:

Activities included within the scope of ESF 7 are:

- Receives and coordinate response to resource requests from local and tribal partners through the effort and activity necessary to evaluate, locate, procure, provide, ship, transport, and track the following available and committed resources throughout an event:
 - Emergency relief and medical supplies
 - Office supplies, space, and equipment
 - Fuel and generators
 - Warehousing and storage space
 - Contracting services and personnel
 - Heavy equipment
 - Personnel with subject matter expertise
 - Other logistical and resource support for requirements not specifically addressed in other ESFs.
- Monitors and documents the financial costs of providing resources to include costs of providing state agency support, purchasing, or contracting goods and services, transportation, and above normal staffing.

Primary Agency:

- Montana Disaster and Emergency Services

Supporting Agencies:

- All Montana Emergency Support Function primary and support agencies.

Coordination with Other ESFs

All ESFs – All functions will make resource requests through ESF 7 via the SECC.



ESF 8 – Public Health and Medical Services

<p>Purpose: Describes how the State of Montana will coordinate plans, procedures, and resources to support health and medical care during a time of emergency and/or a developing potential health and medical situation.</p>	
<p>Scope: Activities included within the scope of ESF 8 are:</p> <ul style="list-style-type: none"> • Supports local assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs. • Supports stabilization of the public health and medical system in impacted jurisdictions. • Coordinates technical assistance and subject matter expertise regarding sheltering of population with medical needs. • Monitors and coordinates resources to support care and movement of persons with medical needs in impacted areas. • Supports monitoring, investigating, and controlling potential or known threats and impacts to human health through surveillance, delivery of medical countermeasures and non-medical interventions. • Supports monitoring, investigating, and controlling potential or known threats to human health of environmental origin. • Develops, disseminate, and coordinate accurate and timely public health and medical information. • Monitors need for and coordinate resources to support fatality management services. • Monitors need for and coordinate resources to support disaster behavioral health services. • Coordinates resources to support responder safety and health needs. • Provides public health and medical technical assistance and support. 	<p>Primary Agency:</p> <ul style="list-style-type: none"> ▪ Montana Department of Public Health and Human Services <p>Supporting Agencies:</p> <ul style="list-style-type: none"> ▪ Montana Department of Administration ▪ Montana Department of Agriculture ▪ Montana Department of Commerce ▪ Montana Department of Justice ▪ Montana Department of Labor and Industry ▪ Montana Department of Livestock ▪ Montana Department of Military Affairs ▪ Montana Department of Transportation
<p>Coordination with Other ESFs</p>	
<p>ESF 1 – Transportation</p> <ul style="list-style-type: none"> • Support transportation of medical resources to impacted areas. <p>ESF 6 – Mass Care</p> <ul style="list-style-type: none"> • Coordinate with ESF 8 for health and medial support to shelter operations. <p>ESF 9 – Search and Rescue</p>	

- Coordinate medical care for disaster victims.

ESF 10 – Oil and Hazardous Materials Response

- Provide for decontamination and medical of disaster victims contaminated by hazardous materials.



ESF 9 – Search and Rescue

Purpose: Describes how the State of Montana will provide state support to local Sheriff’s in structural, waterborne, wilderness, and aeronautical search and rescue.

Scope:

Activities included within the scope of ESF 9 are:

- Search and rescue is a statutory authority granted to the Sheriff of each county and codified in Montana Code Annotated 7 -32-2121. The State can assist the Sheriff with the use of State resources. Search and Rescue activities may include:
 - Structural Collapse Urban Search and Rescue.
 - Waterborne Search and Rescue.
 - Wilderness Search and Rescue.
 - Aeronautical Search and Rescue.

Primary Agency:

- Montana Disaster and Emergency Services

Supporting Agencies:

- Montana Department of Justice
- Montana Department of Military Affairs
- Montana Department of Transportation

Coordination with Other ESFs

ESF 4 – Firefighting

- Provides specialized resources to support SAR operations.

ESF 8 – Public Health and Medical Services

- Coordinates emergency medical services for disaster victims.

ESF 13 – Public Safety and Security

- Provides specialized resources to support SAR operations.



ESF 10 – Oil and Hazardous Materials Response

Purpose: Describes how the State of Montana will provide state support to local and tribal governments in response to an actual or potential discharge or release of hazardous materials resulting from a natural, human-caused, or technological disaster and coordinate the appropriate response to other environmental protection issues.

Scope:

Activities included within the scope of ESF 10 are:

- Efforts to detect and assess the extent of environmental contamination, including environmental monitoring; and sampling and analysis of contaminated media such as air, water, soils, sediments, debris, buildings, and structures.

Primary Agency:

- Montana Department of Environmental Quality

Supporting Agencies:

- Montana Department of Agriculture
- Montana Department of Justice
- Montana Department of Labor & Industries

<ul style="list-style-type: none"> • Provision of environmental technical expertise to support development of Federal recommendations for public protective actions. • Actions to stabilize the release and prevent the spread of contamination. • Analysis of options for environmental cleanup and waste disposition, including options for cleanup and disposal of debris that is contaminated by oil discharges and hazardous materials releases. 	<ul style="list-style-type: none"> ▪ Montana Department of Livestock ▪ Montana Department of Military Affairs ▪ Montana Department of Natural Resources & Conservation ▪ Montana Department of Public Health & Human Services ▪ Montana Department of Transportation ▪ Montana Fish, Wildlife, & Parks ▪ Montana Public Service Commission
Coordination with Other ESFs	
<p>ESF 4 – Firefighting</p> <ul style="list-style-type: none"> • Provides specialized resources to support hazardous materials operations. <p>ESF 8 – Public Health and Medical Services</p> <ul style="list-style-type: none"> • Supports emergency resources for contaminated victims. <p>ESF 13 – Public Safety and Security</p> <ul style="list-style-type: none"> • Provides specialized resources to support hazardous materials operations. 	



ESF 11 – Agriculture and Natural Resources

<p>Purpose: Describes how the State of Montana will coordinate the state’s response for animal and agricultural issues and protection of the state’s natural resources in case of an emergency or disaster.</p>	
<p>Scope: Activities included within the scope of ESF 11 are: <u>Animal and Agricultural Health Issues:</u></p> <ul style="list-style-type: none"> • Surveillance of and implement state response to plant and animal disease. • Issues and enforces animal disease quarantines. • Removes and disposes of animal carcasses. • Releases information to the public about quarantine areas, rabies alerts, and other animal related issues. • Ensures that animal/veterinary/wildlife issues during a disaster are supported. <p><u>Meat, Poultry, and Processed Egg Safety:</u></p> <ul style="list-style-type: none"> • Conducts inspections to ensure the safety of regulated products that enter commerce. • Conducts laboratory analysis of regulated product samples. • Surveillance and investigation of foodborne disease. <p><u>Providing Nutrition Assistance:</u></p>	<p>Primary Agency:</p> <ul style="list-style-type: none"> ▪ Montana Department of Livestock <p>Supporting Agencies:</p> <ul style="list-style-type: none"> ▪ Montana Department of Agriculture ▪ Montana Department of Environmental Quality ▪ Montana Department of Justice ▪ Montana Department of Labor & Industry ▪ Montana Department of Military Affairs ▪ Montana Department of Natural Resources & Conservation ▪ Montana Department of Public Health & Human Services ▪ Montana Department of Transportation ▪ Montana Fish, Wildlife, & Parks ▪ Montana Historical Society

<ul style="list-style-type: none"> • Authorizes the Disaster Supplemental Nutrition Assistance Program (D-SNAP). • Determines nutritional needs, obtain appropriate food supplies, arrange for delivery of supplies. <p><u>Natural, Cultural, and Historic (NCH) Resources:</u></p> <ul style="list-style-type: none"> • Protects the state’s natural resources from the impacts of a disaster. 	
Coordination with Other ESFs	
<p>ESF 6 – Mass Care</p> <ul style="list-style-type: none"> • Coordinates food and water resources for shelters. <p>ESF 8 – Public Health and Medical Services</p> <ul style="list-style-type: none"> • Assists in zoonotic disease surveillance; regulate food safety at restaurants. <p>ESF 10 – Oil and Hazardous Materials Response</p> <ul style="list-style-type: none"> • Coordinates cleanup of hazardous materials incident that impact the state’s natural resources. <p>ESF 13 – Public Safety and Security</p> <ul style="list-style-type: none"> • Supports enforcement of animal quarantine measures. 	



ESF 12 – Energy

Purpose: Describes how the State of Montana will coordinate plans, procedures, and resources to support response to shortages and disruptions in the supply and delivery of energy during a major disaster or incident.	
<p>Scope:</p> <p>Activities included within the scope of ESF 12 are:</p> <ul style="list-style-type: none"> • Coordinates with utilities operating in the State to ensure that the integrity of the supply systems is maintained during emergency situations and that any damages that may be incurred are repaired and services restored in an efficient and expedient manner afterward. • Monitors and coordinates the availability of electric generating capacity and reserves, the availability and supply of natural gas, and the supply of generation fuels. • Monitors and coordinates the restoration of utilities for normal community functioning. • Coordinates with private sector providers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline. 	<p>Primary Agency:</p> <ul style="list-style-type: none"> ▪ Montana Department of Environmental Quality <p>Supporting Agencies:</p> <ul style="list-style-type: none"> ▪ Montana Department of Administration ▪ Montana Department of Justice ▪ Montana Department of Labor and Industry ▪ Montana Department of Military Affairs ▪ Montana Department of Natural Resources and Conservation ▪ Montana Department of Public Health and Human Services ▪ Montana Department of Transportation ▪ Montana Fish, Wildlife, and Parks ▪ Montana Public Service Commission
Coordination with Other ESFs	
All ESFs are dependent upon Energy.	



ESF 13 – Public Safety and Security

Purpose: Describes how the State of Montana will support public safety and law enforcement activities during a time of emergency.

Scope:

Activities included within the scope of ESF 13 are:

- Facilitates damage assessment of law enforcement facilities.
- Provides for the protection of life and property, traffic control, crowd control, communications, emergency first aid, site security, and security for vital state facilities and critical infrastructure.
- Provides support for access control/site security to support local and tribal efforts to control access to the incident site, critical facilities and/or critical infrastructure.
- Secures and escorts key emergency resources and assets when deployed.
- Provides specialized law enforcement resources to include specialized security assets such as traffic barriers; chemical, biological, radiological, nuclear, and high yield explosive detection devices; canine units; law enforcement personal protective equipment; etc.
- Facilitates the Montana Analysis and Technical Information Center (MATIC).
- Assists in the facilitation of evacuation operations.

Primary Agency:

- Montana Department of Justice

Supporting Agencies:

- Montana Department of Administration
- Montana Department of Labor & Industry
- Montana Department of Livestock
- Montana Department of Military Affairs
- Montana Department of Natural Resources and Conservation
- Montana Department of Transportation
- Montana Fish, Wildlife, and Parks

Coordination with Other ESFs

ESF 1 – Transportation

- Supports clearance of emergency transportation routes.

ESF 3 – Public Works and Engineering

- Supports crowd and traffic control operations.



ESF 14 – Private Sector & Critical Infrastructure

Purpose: Describes how the state of Montana will provide immediate and short-term assistance to local and tribal private sector entities; stabilize the local economy; and effectively collaborate with local and tribal private sector assets in response operations following a large-scale incident.

Scope:

Activities included within the scope of ESF 14 are:

Primary Agency:

- Montana Disaster and Emergency Services

<ul style="list-style-type: none"> • Foster solid partnerships amongst private (business and industry) and public (local, regional, state, federal) sector emergency management organizations throughout all phases of the emergency management cycle. • Identifies and addresses any private sector resource/capability shortfalls with the potential to destabilize the local economy if left unmet/unaddressed. • Identifies, coordinates, mobilizes, tracks, and demobilizes private sector owned and operated resources utilized during incident response operations. • Conducts initial economic damage assessments for impacted areas. 	<p><u>Supporting Agencies:</u></p> <ul style="list-style-type: none"> ▪ All Montana Emergency Support Function primary and support agencies.
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<p>Coordination with Other ESFs</p>	
<p>ESF 2 – Communications</p> <ul style="list-style-type: none"> • Coordinates with private sector telecommunications providers. <p>ESF 3 – Public Works and Engineering</p> <ul style="list-style-type: none"> • Coordinates with private sector infrastructure partners. <p>ESF 8 – Public Health and Medical Services</p> <ul style="list-style-type: none"> • Coordinates with private sector healthcare providers. <p>ESF 10 – Oil and Hazardous Materials Response</p> <ul style="list-style-type: none"> • Coordinates with private sector partners that handle, store, or transport hazardous materials. <p>ESF 11 – Agriculture and Natural Resources</p> <ul style="list-style-type: none"> • Coordinates with agriculture industry partners. <p>ESF 12 – Energy</p> <ul style="list-style-type: none"> • Coordinates with private sector energy utilities. 	



ESF 15 – Public Information

<p>Purpose: Describes how the State of Montana will disseminate information to the public and other partners during times of emergency.</p>	
<p>Scope: Activities included within the scope of ESF 15 are:</p> <ul style="list-style-type: none"> • Supports state agencies and local and tribal partners in the timely and accurate dissemination of information to the public, local and state government, the media, and the private sector. • Supports development of consistent messaging through a Joint Information System (JIS). 	<p><u>Primary Agency:</u></p> <ul style="list-style-type: none"> ▪ Montana Disaster and Emergency Services <p><u>Supporting Agencies:</u></p> <ul style="list-style-type: none"> ▪ All Montana Emergency Support Function primary and support agencies.

<ul style="list-style-type: none"> Facilitates coordination of public messaging and message dissemination through a Joint Information Center (JIC). 	
Coordination with Other ESFs	
All ESFs – All functions will provide situation status updates and subject matter expertise to inform development of public messaging.	



ESF 16 – Cybersecurity

Purpose: Describes how the State of Montana will coordinate plans, procedures, and resources to support the state’s response to protect cyber and critical infrastructure and key resources threatened by natural or intentional human-caused emergencies.	
Scope: Activities included within the scope of ESF 16 are: <ul style="list-style-type: none"> Establishes procedures for the use of other state and federal resources (to include Montana National Guard) in cybersecurity missions requested by local authority having jurisdiction. Coordinates pre-incident management planning and actions to assist in the prevention or mitigation of threats and hazards. Prepares and maintaining state infrastructure and capabilities through coordination, training, and exercises. Provides technical assistance related to cybersecurity planning efforts and conducting technical assessments (e.g., vulnerability assessments, risk analyses). 	Primary Agency: <ul style="list-style-type: none"> Montana Department of Administration – State Information Technology Services Division Supporting Agencies: <ul style="list-style-type: none"> Montana Department of Justice. Montana Department of Military Affairs
Coordination with Other ESFs	
ESF 2 – Communications <ul style="list-style-type: none"> Supports interoperable communications and access to communications infrastructure. ESF 12 – Energy <ul style="list-style-type: none"> Regulatory responsibility for Energy Sector and access to external resources. ESF 13 – Public Safety and Security <ul style="list-style-type: none"> Montana MATIC operations, criminal investigation support, supplement local law enforcement for security needs. ESF 15 – External Affairs <ul style="list-style-type: none"> Messages key information to the public. 	

Operational Planning

Planning across the full range of response operations is an inherent responsibility of every level of county, Tribal, and state government. Since planning is an ongoing process, a plan is a product based on information and understanding at the moment and is subject to revision. Operational planning is conducted across the whole

community, including NGOs, and all levels of government. The Comprehensive Preparedness Guide (CPG) 101 provides further information on the various types of plans and guidance on the fundamentals of planning.

State Agencies

Montana DES has the overall responsibility for state emergency planning and the coordination of state resources in the conduct of emergency and disaster recovery operations and is responsible for the development and maintenance of appropriate planning documents that address responsibilities assigned in this Framework and standard operating guidelines. Montana DES will ensure the distribution of the Framework and its annexes.

Primary and supporting agencies have the responsibility for maintaining annexes, appendices, standard operating procedures or guidelines, notification lists, and resource data pertaining to their assigned ESF. Agency resource data must be accessible to agency representatives at the SECC to facilitate the capability of the agency to support its emergency management responsibilities.

Components of the Framework should be exercised annually in the form of a simulated emergency designed and coordinated by MT DES in order to provide practical, controlled, operational experience to those who have SECC responsibilities. Exercises will be designed to evaluate the effectiveness of this Framework and its associated annexes and procedures. MT DES will have primary responsibility for hazard-specific tasks, in consultation with appropriate primary and support agencies, to develop, conduct, and evaluate operational exercises of this Framework. As part of the evaluation process, the primary agency will provide written recommendations for revisions to this Framework to MT DES. Montana DES and all ESF primary agencies are responsible for participating in a bi-annual review of the framework, based on lessons learned during actual occurrence events and exercises, and other changes in organization, technologies, and capabilities.

Local & Tribal Governments

Each local emergency response authority shall define in writing its incident management system and identify the individual who will be the incident commander. Local and Tribal Governments are responsible for the development and maintenance of emergency operation procedures appropriate to local hazards, assessments of vulnerability and risk, and the availability of resources which is mainly detailed in a local EOP – [Local Emergency Response Authorities 10-3-1209 MCA](#).

During an emergency or disaster response the IC will collaborate with staff to develop an Incident Action Plan (IAP). An IAP formally documents incident goals (known as control objectives in NIMS), operational period objectives, and the response strategy defined by incident command during response planning. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. Equally important, the IAP facilitates dissemination of critical information about the status of response assets themselves. Because incident parameters evolve, action plans must be revised on a regular basis (at least once per operational period) to maintain consistent, up-to-date guidance across the system. The Federal Emergency Management Agency (FEMA) IAP Guide provides guidance on the IAP planning process and elements.

Private Sector Entities

The private sector's role in emergency response planning is essential because it owns and operates the majority of the national, state, and local critical infrastructure and key resources such as telecommunications, electric substations, fuel, financial services, agriculture, information technology, and transportation. The private sector emergency plans (generally known as business continuity plans) focus on the protection of employees, facilities, infrastructure, information, and continuity of business operations. Recognized in Federal Law PL 108-458, §7305 (a)(3) as the standard for the private sector, the NFPA 1660 spells out requirements to prevent, mitigate the consequences of, prepare for, respond to, maintain continuity during, and recover from incidents along with

drills, exercises, and training for the private sector emergency planning activities. Private sector and non-governmental organizations are encouraged to engage with and contribute to the emergency planning process in their local jurisdictions prior to incidents.

Non-Governmental Organizations

NGOs are a vital part of the disaster recovery planning process. Because NGOs provide essential services, recruit personnel with emergency management expertise, and influence public policy, NIMS guidelines recommend that government agencies and national organizations pre-establish agreements to share resources and personnel and include these organizations in coordinated disaster recovery planning activities.

Operational Communications

Operational communications describe the means and methods of exchanging communications and information necessary for successful coordination of resources for response operations. The degree to which and the type of communications systems needed and utilized to achieve a coordinated response is directly related to the scope of the incident. The ability of state agencies to provide sufficient communications to conduct emergency operations could become limited due to systems being damaged, destroyed, overloaded, or otherwise rendered inoperable.

Interoperable Communications

Effective response operations of any local, tribal, or state agencies are dependent upon interoperable communications. Interoperable communications entail communication systems and devices allowing the direct, seamless, and satisfactory exchange of information and services between the users of those devices. To enhance statewide interoperable communications, the SECC utilizes diverse communications technology and a statewide common communications frequency for interagency direction and control during disasters or emergencies.

Should internet-based phone systems, radio systems, or other communications systems fail, numerous Amateur Radio Operators within Montana can be called upon to provide VHF/UHF/HF voice and data communication capabilities. Both Auxiliary Communication (AUXCOM) and Military Auxiliary Radio System (MARS) can be utilized to establish a reliable system of communications between on-scene personnel, the SECC, and other resources.

Information Sharing & Dissemination

During a large incident involving all levels of government, a Public Information Officer (PIO) may become a member of, or feed information to, a Joint Information Center (JIC). The JIC is a central clearinghouse established as part of the SECC by state and federal agencies and is designed to allow PIOs from involved agencies to coordinate information released to the media and the public. If a JIC is established, all media releases are through the JIC following approval from the IC(s) and/or EOC managers. Daily briefings will be conducted, information provided to local and regional governments, and public information posted on an incident website.

Logistic Support and Resource Requirements to Implement Framework

State Government

State departments and agencies are responsible, within their statutory authorities, for providing assistance to local jurisdictions when local capabilities are overwhelmed by a disaster. The State Emergency Coordination

Center (SECC) serves as the principal point for coordinating state, local, tribal, and federal resources as in the delivery of emergency assistance to affected jurisdiction(s). The SECC will coordinate with the primary agency and support agencies in the use of state resources to support response activities. State resources will supplement, not supplant, local resources. When activated to respond to an incident, the primary agency and support agencies will develop work priorities in cooperation with local and tribal governments and in coordination with the SECC.

If the Governor has declared an emergency, resources may be requested through the Emergency Management Assistance Compact (EMAC), the nation's state-to-state mutual aid system that is processed through the SECC.

SECC Logistics Section

The SECC Logistics Section integrates logistics incident planning and support for timely and efficient delivery of supplies, equipment, services, and facilities for state, county, tribal, and private entities involved in response efforts for emergencies or disasters that impact the State of Montana. It also facilitates comprehensive logistics planning, technical assistance, training, education, exercise, incident response, and sustainment that leverage the capability and resources of State logistics partners, ESF partners, public and private stakeholders, and non-governmental organizations (NGOs) in support of both responders and disaster survivors.

The SECC Logistics Section is responsible for providing direct and active support to emergency response efforts following a disaster which generally includes, but not limited to, the effort and activity necessary to evaluate, locate, procure, provide, ship, or transport the following resources throughout an event:

- Emergency relief and medical supplies
- Office supplies, space, and equipment
- Fuel and generators
- Warehousing and storage space
- Contracting services and personnel
- Heavy equipment
- Personnel with subject matter expertise

The SECC Logistics Section works with retail, wholesale, and other similar private industry associations for logistics information sharing and planning that would produce mutually beneficial results in coordinating how, when, where, and by whom critical resources will be provided during all types of incidents. Support that cannot be provided from local, tribal, or federal partners are secured through direct procurement or donations.

Local and Tribal Government

Responsibility for situation assessment and determination of resource needs are ascertained primarily through the local and tribal incident management system. Shortages of resources are adjudicated at the lowest jurisdictional level. Local and tribal mutual aid and assistance networks facilitate the sharing of resources to support response activities. Local and tribal authorities are responsible for obtaining required waivers and clearances related to ESF #7 support and are responsible for requesting state support through the jurisdiction's emergency management agency when incident exceeds local and tribal capabilities.

Private Sector/Non-Governmental Organizations

Most disaster relief resources to individuals and families are provided by NGO sources, principally the volunteer, nonprofit and faith-based organizations in Montana that have a response mission. Some organizations with

existing Memorandums of Understanding/Agreements with the state have been assigned supporting roles in the Montana Emergency Response Framework (MERF). Resources from NGOs and the private sector may augment local response capabilities.

Section IV: Framework Maintenance

The preparation, evaluation, and revision of the MERF is the responsibility of the MTDES Plans and Assessment Team with the assistance and involvement of all applicable stakeholders and support agencies. The document will be updated following the method and schedule outlined in the *MTDES Plan Development and Maintenance Policy*.

Section V: Authorities & References

State Laws and Statutes:

Montana Code Annotated 2-4-303

Montana Code Annotated 10-3

Montana Code Annotated 90-4-3

Federal Directives, Laws, and Statutes:

- 1) Department of Homeland Security Strategic Plan 2020-2024
- 2) Emergency Management Assistance Compact (Public Law 104-321)
- 3) Emergency Planning and Community Right to Know Act (42 U.S.C. Chapter 116)
- 4) Federal Emergency Management Agency Strategic Plan 2022-2026
- 5) Homeland Security Presidential Directive 10: Biodefense for 21st Century, April 28, 2004
- 6) Homeland Security Presidential Directive 18: Medical Countermeasures against Weapons of Mass Destruction, February 7, 2007
- 7) Homeland Security Presidential Directive 20: National Continuity Policy
- 8) Homeland Security Presidential Directive 21: Public Health and Medical Preparation, October 18, 2007
- 9) Homeland Security Presidential Directive 5: Management of Domestic Incidents
- 10) Homeland Security Presidential Directive 7: Critical Infrastructure Identification, Prioritization, and Protection
- 11) Pets Evacuation and Transportation Standards Act of 2006
- 12) Post-Katrina Emergency Management Reform Act of 2006
- 13) Presidential Decision Directive 39: United States Policy on Counter Terrorism
- 14) Presidential Decision Directive 63: Critical Infrastructure Protection
- 15) Presidential Policy Directive (PPD-8), National Preparedness, March 30, 2011
- 16) Disaster Mitigation Act of 2000
- 17) Public Law 107-296, 116 Stat. 2135 (2002) (codified predominantly at 6 U.S.C. 101-557 and in other scattered sections of the U.S.C.), established the Department of Homeland Security with the mandate and legal authority to protect the American people from the continuing threat of terrorism
- 18) Sandy Recovery Improvement Act of 2013
- 19) The Americans with Disabilities Act (ADA) of 1990
- 20) The National Strategy for Homeland Security – October 2007
- 21) The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288)

Code of Federal Regulations:

- 1) 28 CFR Part 35 – Nondiscrimination on the Basis of Disability in state and local government services
- 2) 44 CFR Part 10 -- Environmental Considerations
- 3) 44 CFR Part 13 -- Uniform Administrative Requirements for Grants & Cooperative Agreements
- 4) 44 CFR Part 14 -- Audits of state and local governments
- 5) 44 CFR Part 59-76 --National Flood Insurance Program and related programs
- 6) 44 CFR Part 201 – Mitigation Planning
- 7) 44 CFR Part 204 – Fire Management Assistance Grant Program
- 8) 44 CFR Part 206 -- Federal Disaster Assistance for Disasters Declared after Nov. 23, 1988
- 9) 44 CFR Part 360 – State Assistance Programs for Training and Education in Comprehensive Emergency Management
- 10) 44 CFR Part 361 – National Earthquake Hazards Reduction Assistance to state & local governments

References

1. Comprehensive Preparedness Guide 101: A Guide for All-Hazard Emergency Preparedness Planning, FEMA September 2021.
2. Continuity Guidance Circular, February 2018
3. Emergency Management Assistance Compact – 2022
4. National Fire Protection Association (NFPA) 1660, 2024 Edition
5. National Disaster Recovery Framework, June 2016
6. National Incident Management System, October 2017
7. National Preparedness System, July 2020
8. Pre-Disaster Recovery Planning Guide for State Governments, November 2016