

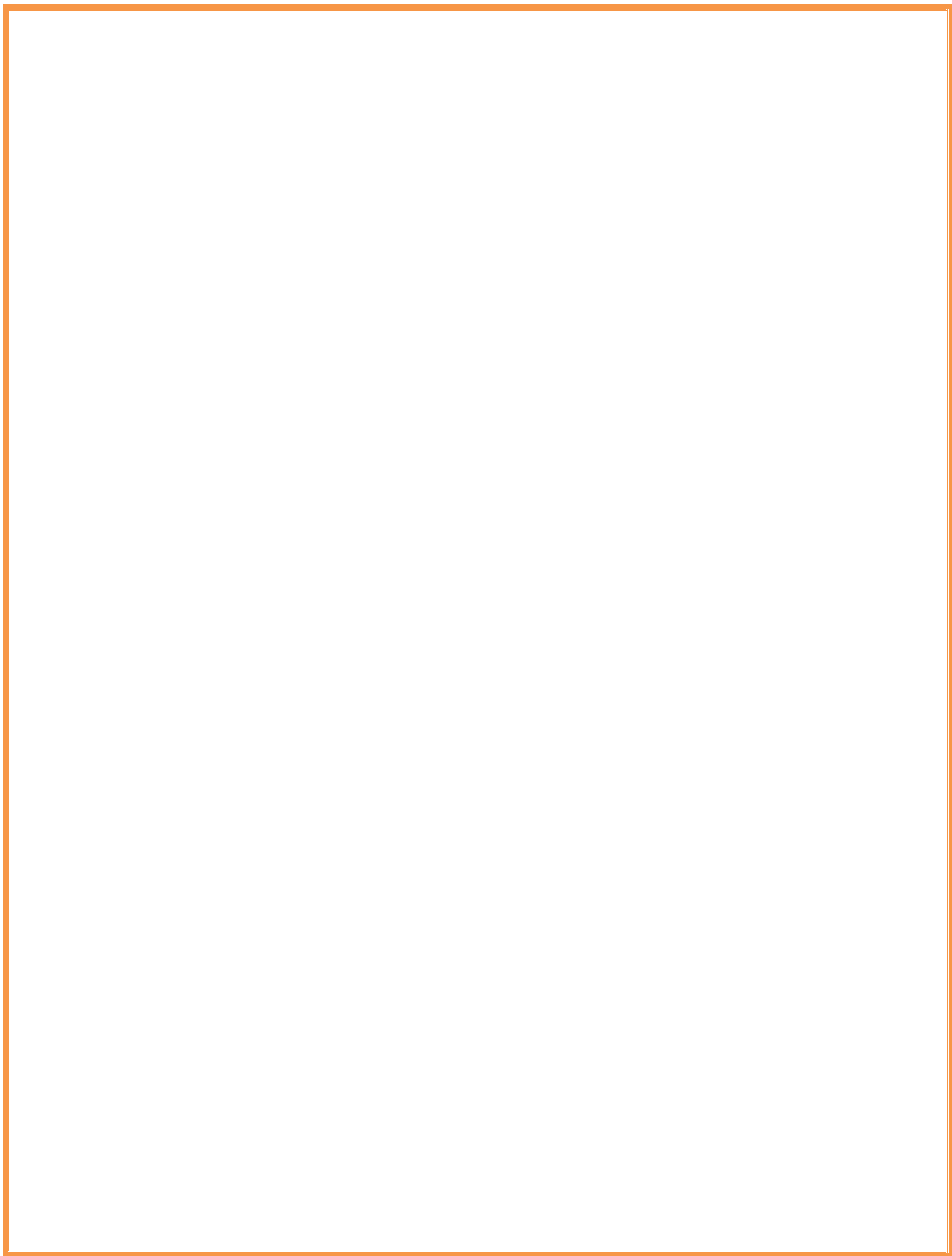


Department of Military Affairs (DMA)
Montana Disaster and Emergency Services (MT DES)

STATE EMERGENCY COORDINATION CENTER (SECC) OPERATIONS MANUAL

July 2026





Mission Statement

Our mission at the State Emergency Coordination Center (SECC) is to provide efficient and effective coordination and support for emergency response efforts across Montana. We are dedicated to safeguarding the lives, property, and well-being of our citizens, protecting critical infrastructure, and ensuring a resilient and swift recovery from emergencies. Through collaborative partnerships, situational awareness, and strategic resource allocation, we strive to foster a unified and coordinated response that mitigates the impact of disasters and enhances the overall resilience of our state.

Leader's Intent

Objective: The primary objective of the State Emergency Coordination Center (SECC) is to effectively coordinate and support emergency response efforts statewide. Our goal is to help ensure a coordinated and efficient response to emergencies, safeguard the lives and well-being of our citizens, protect critical infrastructure, and facilitate a swift recovery.

1. **Situational Awareness:** *We will maintain a comprehensive and real-time understanding of the emergency situation throughout the state, including the nature, scope, potential risks and vulnerabilities, available resources and geographical spread of the incident. We will continuously gather and analyze information to update situational awareness, inform decision-making and facilitate effective resource allocation.*
2. **Collaboration and Coordination:** *We will foster a culture of collaboration and coordination among all stakeholders involved in the emergency response, including government agencies, community organizations, and private sector partners. We will promote effective communication, information sharing, and joint planning to ensure a unified and synchronized approach.*
3. **Prioritization:** *We will prioritize response actions based on an assessment of risks, urgency, potential impacts, and the needs of affected communities. We will ensure that resources and support are allocated strategically to address the most critical needs, protect vulnerable populations, and maintain essential services.*
4. **Flexibility and Adaptability:** *We will maintain a flexible and adaptable response strategy that can accommodate changing conditions, evolving priorities, and emerging challenges. We will continuously evaluate the effectiveness of response efforts and adjust strategies as necessary to optimize outcomes.*
5. **Resilience and Recovery:** *We will promote the principles of resilience and long-term recovery throughout the state. We will collaborate with relevant stakeholders to develop and implement strategies that facilitate community resilience, expedite recovery, and ensure the restoration of critical infrastructure and services.*
6. **Safety and Welfare:** *We will prioritize the safety and welfare of all responders, personnel, and affected citizens. We will implement measures to mitigate risk, provide necessary support and resources, and ensure the well-being of all individuals involved in the emergency response.*

7. **Effective Communication:** *We will establish a clear, efficient and reliable communication system to facilitate timely and accurate information sharing among all stakeholders, including the public. We will utilize multiple channels and platforms to reach diverse audiences and address their specific needs and concerns.*
8. **Continuous Improvement:** *We will foster a culture of continuous improvement within the SECC, encouraging feedback, evaluation, and learning from past experiences. We will document lessons learned and implement best practices to enhance future emergency response capabilities and preparedness.*
9. **Public Trust and Transparency:** *We will uphold the highest standards of integrity, transparency, and accountability throughout all operations. We will maintain open and transparent communication with the public, provide accurate information, and actively engage with communities to build trust and confidence in the emergency response efforts.*

Approval and Implementation

The Montana DES SECC Operations Manual is designed to provide operational guidance for the Montana State Emergency Coordination Center (SECC) by defining the overarching approach to Montana's SECC operations and position-specific guidance for the SECC Manager, SECC Management Staff, and Section Chiefs. General and position-specific guidance includes general tasks, activation, operations, shift change, and demobilization checklists. Checklists will be used during operation and will continue to be refined based on subject matter expertise and lessons learned during real-world events. Handling instructions for this document are defined on page vii.

This SECC Operations Manual supersedes all previous SECC Operations Manuals and implements this document as the primary operational guidance for the Montana State Emergency Coordination Center. In turn, this Operations Manual does not supersede or replace the Montana Emergency Response Framework (MERF) and its annexes or other procedures already in place.

This SECC Operations Manual is approved and implemented on July 15, 2026.

Brett C. Lloyd, Response Bureau Chief

MTDES

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Record of Changes

Change #	Change Date	Change Type	Entered By
1.	June-July 2025	Revised previous version to incorporate the NIMS Incident Support Model structure and Reformatted.	BCL
2.	July-Sep 2025	Revised document to fit current SECC operations and CORE functions.	BCL
3.	October 2025	(v 2.2) Incorporated Plan Review Committee recommendations and MSP Incident Activation Lessons Learned.	BCL
4.	July 2026	(v 2.3) Added changes from winter storms incidents lessons learned and additional tools and quick sheets.	BCL
5.	July 2026	(v 3.0) removed ICS references, added 2022 EMAP standard footnotes for accreditation. (v3.1) Updated some broken links, added RSF POCs	BCL
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Record of Distribution

Date	Office/Department	Representative	Signature

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Handling Instructions

The Montana DES SECC Operations Manual is designated *For Official Use Only* (FOUO) and is the property of MT DES. Only MT DES representatives may distribute the Operations Manual to individuals with a need to know. Distribution by other individuals without prior authorization is prohibited. The Operations Manual is unclassified but contains sensitive information that may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552) and the Montana Code Annotated (MCA 2-6-103).

The Operations Manual and its associated sections are to be controlled, handled, distributed, and disposed of in line with the U.S. Department of Homeland Security policy regarding FOUO designated materials. Copies of this Operations Manual, digital and hard copy, should be stored in secure locations due to the operational content for emergency response, including materials focused on safety and security. The Operations Manual should not be distributed to the public, media, or personnel without a valid need to know.

All questions regarding the handling of this document should be directed to the Montana Disaster & Emergency Services SECC Manager.

Plan Development & Maintenance

The preparation, evaluation, and revision of the SECC Operations Plan is the responsibility of the Response Bureau - SECC Section 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.

Review and Revision Cycle

The SECC Operations Manual will be reviewed and updated as needed to reflect changes in law, policy, organization, systems, or lessons learned from exercises and incidents. The SECC Manager, with support from appropriate MT DES staff and stakeholders, is responsible for coordinating review of proposed changes and approving updates through the established maintenance process¹.

Unless otherwise directed, the current published version of this manual is the authoritative SECC doctrine reference in the library. Supporting tools, annexes, and job aids will be updated as needed to remain aligned with this manual.

References, Authorities and Foundational Documents

These documents helped provide statutory, regulatory, and executive guidance for DES incident management and support.

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended, 42 U.S.C. 5121-5207).
- Title 44 of the Code of Federal Regulations (CFR), Emergency Management and Assistance.
- Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. §§ 101 et seq.).
- Homeland Security Presidential Directive 5 (HSPD-5), 2003.

¹ EMAP 4.6.6 – Maintenance process for incident management procedures & EMAP 4.7.8

- Presidential Policy Directive 8 (PPD-8), “National Preparedness,” March 30, 2011.
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295), October 4, 2006.
- National Preparedness System, November 2011.
- National Preparedness Goal, 2nd ed., September 2015.
- National Response Framework, 4th ed., October 2019.
- National Incident Management System, 3rd ed., 2017.
- Incident Management and Support Keystone, January 2011.
- National Disaster Recovery Framework, 3rd ed., December 2024.
- Community Lifelines Implementation Toolkit, Version 2.0, (2019) FEMA
- Emergency Management Accreditation Program (EMAP), *Emergency Management Standard*, EMS 5-2022
- FEMA Incident Stabilization Guide (Operational Draft), (2019) FEMA
- FEMA National Incident Support Manual, Change 1, January 2013
- G0191: ICS/EOC Interface Workshop Student Manual, (2013) FEMA
- G2300: Intermediate EOC Operations Instructor Guide
- NIMS Emergency Operations Center Skillsets User Guide, (2018) FEMA
- Montana Code Annotated, Title 10, Chapter 3, Disaster & Emergency Services (2025)
- Montana Emergency Response Framework (MERF), 2025
- State of Montana Multi-Hazard Mitigation Plan (MHMP), 2023
- North Dakota State Emergency Operations Center Guide (March 2023)
- New Hampshire State Emergency Operations Plan (2019)
- North Central Texas Emergency Management Working Group Incident Support Model (ISM) EOC Handbooks (2020)

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Introduction

The State of Montana has both a statutory and a moral responsibility to its citizens to help protect their communities and to assist their efforts to prepare for, respond to, prevent, and recover from all sorts of “incidents, disasters and emergencies”.

Under authority of the Montana Code Annotated (MCA), and provisions of the Montana Emergency Response Framework (MERF), whenever the State, or any of its political subdivisions and tribal jurisdictions, is facing a threat or emergency management challenge, the Disaster and Emergency Services Division (DES) of Montana’s Department of Military Affairs is responsible for coordinating the efforts of state agencies, local and tribal governments, private sector resources, and volunteer organizations working to prevent harm, respond to, recover from, or mitigate the impact of events on Montana communities, its people and the environment.

To fulfill that mission, Montana Disaster and Emergency Services (DES) maintains the *State Emergency Coordination Center (SECC)* located at Fort Harrison, Montana. The SECC is a *Priority 1 Essential Service* under the State’s Continuity of Government program and is the primary state-level, multiagency center for overall support coordination for major disasters and emergencies occurring in or impacting Montana. Upon activation, the SECC provides state-level emergency management by coordinating and integrating resources, policy guidance, situational awareness, and planning to support the affected areas. Prior to activation, the SECC provides overall monitoring and situational awareness for emergency management on a 24/7 basis.

SECC Major Objectives

- Provide leadership and overall coordination of state and federal assistance in support of local/tribal jurisdictions;
- Maintain situational awareness, including initial incident information, damage assessment, status of resources, response and recovery activities, and a Common Operating Picture (COP);
- Facilitate information sharing and strategic and operational coordination with other private, voluntary, local/tribal, state, and federal agencies;
- Disseminate and coordinate emergency public information during an incident;
- Draft State Emergency/Disaster Declarations and request letters, if warranted;

The Montana SECC has traditionally organized under an ICS-like structure, using ICS titles and positions. While the ICS is effective for incident management, Emergency Operations Centers (EOCs) like the SECC function primarily in an incident support role. With this in mind, MT DES made the decision in 2025 to transition to using an *Incident Support Model (ISM)* structure that better reflects this mission while maintaining consistency with the National Incident Management System (NIMS) principles².

In situations where the SECC may be utilized in a hybrid (e.g. EOC+ICP) or more operational incident management role, the organizational structure will be adapted or modified as needed to best meet the needs of the situation, including transitioning back to an ICS-like structure if appropriate.

² EMAP 4.6.1

Why Shift to the Incident Support Model?

- **Alignment with Actual SECC Functions:** The SECC does not usually direct field operations. Instead, it provides multi-agency coordination, resource support, policy guidance, and situational awareness.
- **Streamlined Operations:** ICS roles like Operations or Logistics Section Chiefs can create confusion in the SECC context as to our role vs the role of resources “on-the-ground” at the incident site(s). ISM replaces these ICS roles with functional coordination groups better aligned with support activities.
- **Scalable and Flexible:** ISM still allows for a modular structure that can be expanded, contracted, or even modified depending on the event, just like ICS.
- **Improved Interagency Integration:** ISM is built for whole-of-government response and aligns more closely with the roles of ESF agencies at the State-level.

Training, Exercises, and Validation

The SECC Operations Manual serves as the governing reference for related guidance, training materials, checklists, and exercise development. SECC procedures, tools, and checklists will be used to support position training, onboarding, and exercises, and lessons learned from exercises and real-world incidents will be used to refine supporting products and future revisions of this manual³.

The manual is intended to be maintained through an ongoing cycle of review, validation, and improvement in coordination with the SECC Manager, section leadership, and appropriate MT DES staff.

³ EMAP 4.6.5 – Training on the incident management system

Purpose, Scope, Situation & Assumptions

Purpose

This SECC Operations Manual describes how the MT DES staff supports local, tribal or state-level incident operations in Montana. This manual also discusses steady-state activities pertinent to incident operations. The actions of the SECC are driven by the incident-level requirements and the needs of the affected jurisdictions. This manual defines the activities of State assistance—across Montana and within DES’s statutory authority—supporting citizens and first responders in responding to, recovering from, and mitigating all hazards. It includes definitions and descriptions of roles and responsibilities, functions, and organizational structures for those conducting incident support duties. This manual therefore forms the basis from which SECC personnel plan and execute their assigned missions.

This manual also serves as the basis for developing related guidance (procedures, handbooks, incident guides, training materials, etc.). Finally, this manual will discuss how SECC procedures are relevant to all personnel (DES, other state agencies, nongovernmental organizations, and the private sector) who are either assigned to, or coordinating with, the SECC.

Applicability & Scope

This manual applies to all DES personnel. The manual is intended to inform DES’s partners regarding guidelines and requirements for incident support operations. It is applicable for incidents involving Governor’s or Presidential declarations under the Stafford Act as well as for non-Stafford Act incidents. This manual also applies to state-level support functions following activation. Whether the positions and functions described in this manual are activated will depend on the needs of the incident (size, complexity, and other special considerations).

Supersession

This document supersedes all previous SECC Operations Manuals and related procedures.

Situation

Hazards and Threats

The State of Montana is subject to a variety of hazards that could result in the need for small- or large-scale coordination of recovery activities. The Montana Disaster Response Framework (MDRF) is designed to be an all-hazard planning document that applies to any hazard that may require state coordination of recovery activities. However, it is most likely that the MDRF will be implemented following large-scale or catastrophic events that involve any one or a combination of the following characteristics:

- Exceeds community capacity across multiple counties and tribes.
- Displaces a large percentage of people from their homes.
- Creates widespread damage to infrastructure, including public works and transportation systems.

- Causes large scale economic disruption.
- Damages natural or cultural resources.
- Disrupts public health or emergency medical and hospital services.

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 lead to a partial or full activation of the SECC.

The hazards listed below are most likely to affect the State of Montana:

- Wildland and Rangeland Fire
- Flooding
- Drought
- Severe Weather (Winter and Summer)
- Earthquake
- Disease (animal, plant or human)
- Haz-Mat & Transportation Accidents
- Terrorism, Violence, Civil Unrest & Cyber Security
- Dam Failure
- Landslides & Avalanches
- Volcanic Ash

Crisis Information Management System (CIMS) -CORE

MT DES employs a CIMS software program called the Montana *Crisis Operations & Resource Exchange (CORE)* to facilitate situational awareness, information management and the resource management processes at the SECC from start to finish. CORE provides the following capabilities:

- Incident Creation & Management
- Incident Support Plan Development
- Resource Ordering, Mobilization and Tracking⁴
- Situational Awareness/Common Operating Picture

Mutual Aid

Under Montana Code Annotated, local governments may provide mutual aid to other local governments using existing mutual agreements or through the Montana *Intrastate Mutual Aid System (IMAS)*. The IMAS allows local government entities to request mutual aid response capabilities without an established, written mutual aid agreement for 72 hours at no cost. Mutual aid requests are considered authorized under the IMAS, unless an outside agreement is in place between the coordinating local governments⁵.

⁴ EMAP 4.7.1 – Resource management plan

⁵ EMAP 4.7.3 – Addressing needs/shortfalls via budget, exec processes, mutual aid, contracts; EMAP 4.7.4 – Maintaining agreements and arrangements

Assumptions

The following statements were assumed to be true when this Operations Guide was developed:

- The SECC may be unable to satisfy all emergency resource requests during a major emergency or disaster.
- An emergency can occur at any time and at any location and may create significant degrees of human suffering, property damage, and economic hardship.
- Each community has unique communication systems, assistance and support capabilities and requirements.
- Local, state, tribal and federal responders will have overlapping responsibilities and will respond to an incident within their capacities.
- Volunteer organizations and individuals may mobilize personnel, supplies and/or equipment to affected areas without communicating with local, tribal, or state agencies.
- All state entities that are assigned roles within the MERF will develop and maintain their own plans, policies and/or standard operating procedures as appropriate.
- Local private and volunteer organizations will respond to provide support until their resources are exhausted.
- In the early stages of an incident, it may not be possible to 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.
- Counties and tribes will recognize vulnerable populations, identify resources for persons with access and functional needs, and plan accordingly.
- State government and private organizations have resources and expertise available to assist with emergency-related problems that are beyond the capabilities of the affected communities.
- 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.

SECC Organization & Responsibilities

When crises strike, normal operations are often not sufficient to meet the immediate or overwhelming needs that occur. Emergency response management requires the establishment of organizational elements that can assemble quickly, assess the situation accurately, and take initial actions to manage the crises and mitigate its consequences. These critical actions are necessary to provide timely emergency response for:

- Life safety and protection of property and assets;
- Restoration of lifelines;
- Resumption and continuation of government operations;
- Restoration of government operations to normal;
- Recovery of expenses and losses through the federal disaster assistance programs under the Stafford Act (PL 94-288 amended).

Policy-Level Elements

Governor's Multi-Agency Coordination Group (GMAC)

The Governor may establish a GMAC to prioritize incident demands for critical or competing resources. This group may consist of selected state department subject matter experts (SME's), department heads designated by their directors, members of the Governor's Cabinet, and appropriate Elected Officials.

The GMAC may oversee the Governor's policies for maintaining situational awareness as an incident evolves; advise preparedness, response, and risk management activities; coordinate interagency and public communications; and provide guidance and support to State, local, and tribal agencies⁶.

The GMAC is facilitated by the MT DES Division Administrator and is responsible for the strategic direction of state level emergency operations. The GMAC is made up of the Governor and the Agency Directors from responsible agencies/jurisdictions, and/or those who are heavily supporting the effort and/or are significantly impacted by use of local resources. The personnel comprising the GMAC membership must be fully authorized to represent their agency. The GMAC performs or supports the command function and includes representation from state agencies or jurisdictions. Mutual aid liaison at the policy level is established here. Strategic direction is articulated from the GMAC. The GMAC will:

- Analyze all available information about the emergency situation.
- Reword, develop, refine, and carry out a joint response and recovery policy.
- Prioritize incidents by an agreed upon set of criteria.
- Plan the deployment of appropriate resources to ensure response agencies can adequately support the management of the emergency.
- Ensure that the operating forces of the various response and support agencies work together in a mutually supporting effort.
- Consider legal/fiscal implications.

⁶ EMAP 4.6.2 – Coordination procedures among response personnel and jurisdictions

- Review the need for participation by other agencies.

MT DES Administrator

The MT DES Administrator serves as the Governor's Authorized Representative (GAR) for the execution of all necessary documents for disaster assistance following a Gubernatorial or Presidential Declaration of a Disaster. The MT DES Administrator, or designee, will act as the State Coordinating Officer (SCO) in cooperation with the Federal Coordinating Officer (FCO) during a Presidential Disaster Declaration.

Multiagency Coordination Systems (MACS)

Multiagency coordination is a process that allows all levels of government and all disciplines to work together efficiently and effectively. Multiagency coordination occurs across the disciplines involved in incident management, across jurisdictional lines, or across levels of government. Multiagency coordination is required whenever personnel from different agencies interact in activities such as preparedness, prevention, response, recovery, and mitigation.

The primary function of a MACS, as defined in the National Incident Management System (NIMS), is to coordinate incident-related activities above the incident level and prioritize competing demands for resources, thereby assisting the coordination of the operations at the incident level. MACS consist of personnel, procedures, protocols, facilities, business practices, and communications integrated into a common system

The MACS structure provides the following:

- Planning and coordinating of resources and other support for planned, notice, or no- notice incidents.
- Defined business practices, standard operating procedures, processes, and protocols by which participating agencies coordinate their incident-related activities.
- Dispatch procedures and protocols, and coordination and support activities.
- Support, coordination, and assistance with policy-level decisions to the Incident Command System structure managing an incident.

A fully implemented MACS is critical for seamless multiagency coordination activities above the incident level.

The SECC conducts multiagency coordination by strategically allocating and prioritizing state resources in the case of multiple incidents or potential multiple incidents⁷. The SECC does not perform functions of incident management unless there is no lower level of control. The SECC will identify assets for an incident and preposition materials to appropriate strategic locations in coordination with the local EOC(s). Through its work with the EOC(s), the SECC identifies, orders, and deploys state-level initial-response resources based on the specific needs of the incident.

⁷ EMAP 4.6.2 – Coordination procedures among response personnel and jurisdictions

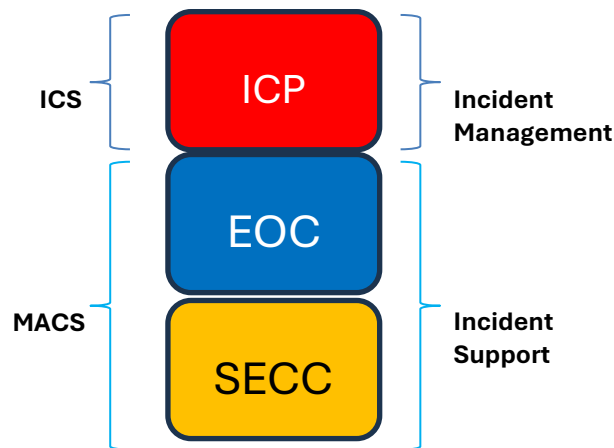


Figure 1: Support & Management Roles

This figure illustrates the use of ICS at the incident management level with the ICP, and the use of MACS at the incident support level with both the local EOC and State Emergency Coordination Center. (SECC).

State Emergency Coordination Center (SECC)

The primary functions of the SECC are:

- Disseminate notifications from the Duty Officer of incidents or events impacting local jurisdictions and/or critical infrastructure and key resources (CIKR).
- Act as the overall State coordination for policy direction and response in large disasters;
- Compile, authenticate, and disseminate Situation Reports to appropriate federal, state, local and tribal agencies;
- Provide on-going interagency coordination with all federal, state, local, and tribal agencies involved in the response effort to ensure statewide mobilization and allocation of State assets;
- Prepare executive orders (declarations) for the Governor's Office;
- Oversee and coordinate mobilization of assigned resources;
- Establish contracts;
- Track state resource support element finances;
- Assist State, Local and Tribal agencies in developing short-term recovery plans;

The SECC is staffed, organized and managed using the basic tenets of the National Incident Management System (NIMS). The DES Administrator, Bureau Chiefs, and other DMA Leadership (e.g. TAG) constitute the *Policy Group*. The SECC Manager, Deputy Manager, and DES Communications Specialist (Public Information Officer), and when filled, Liaison Officer, constitute the *SECC Management Staff*. SECC support to incident operations is managed by the *SECC General Staff* who report to the SECC Manager⁸. The General Staff, and their subordinate elements, will be organized under one of two possible NIMS-compliant models, the *Incident Support Model (ISM)*, or the *Incident*

⁸ EMAP 4.6.3 – Roles and responsibilities for incident management functions

Command System (ICS) Model for Emergency Operations Centers (EOC). The ISM is preferred for the SECC, however, which model is chosen will depend on the role the SECC plays in overall incident response⁹.

The SECC organization may expand (or contract) as is necessary to meet the operational requirement(s). Each section can be divided into functional groups, teams and/or units, which are activated as required. Space will be provided for support staff and representatives from other agencies.

SECC Manager

The SECC Manager provides overall coordination and direction of all SECC operations and ensures that all functional activities within the SECC are appropriately activated, staffed, and operating effectively. The SECC Manager may have one or more deputies. All sections within the SECC organization report to the SECC Manager.

The SECC Manager will:

- Develop SECC Goals, Objectives and Priority Information Requirements (PIRs) which in turn will be the foundation upon which subsequent action planning will be based;
- Approve SECC Planning documents such as an Incident Action Plan (IAP), Incident Support Plan (ISP), Incident Collection Plan (ICP) as appropriate;
- Approve all requests for ordering and releasing of SECC managed resources;
- Approve information releases as appropriate.

Public Information Officer (PIO)

The PIO is responsible for all media requests to SECC, State Public Service Announcements (PSA's), and emergency broadcasts during a disaster.

The PIO manages the Joint Information Center (JIC), controls the Joint Information System (JIS) and manages the State Public Information Officer Network.

Only one PIO will be assigned for each SECC activation. The PIO may have Assistant Public Information Officers as necessary, and the Assistant Information Officers may also represent assisting agencies or jurisdictions.

The Public Information Officer (PIO) manages the SECC's Public Information program by:

- Coordinating public information and public affairs activities between involved agencies;
- Establishing and taking lead in a joint information center when appropriate;
- Developing State public service announcements and emergency broadcast coordination during a declared local emergency;
- Handling media requests or inquiries submitted to the SECC;
- Monitoring media and public interaction through social media networks;

⁹ EMAP 4.6.1 - Adoption of Incident Management System

Liaison Officer (LOFR)

The Liaison Officer is the point of contact for any Agency Representatives assigned to the incident by assisting or cooperating agencies¹⁰. The LOFR provides coordination for State and non-State agencies that may have representatives temporarily assigned to the SECC. Representatives may vary based on the nature of the emergency.

Only one Liaison Officer will be assigned for each SECC activation. The Liaison Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

Information Management Section

This Section is headed by the Information Management Section Chief and is responsible for the collection, evaluation, dissemination, and use of information about the development of the event/disaster and status of SECC assigned resources. This Section also conducts planning meetings, collects, disseminates, and maintains SECC documentation, and for extended operations coordinates the development of the SECC Incident Support Plan.

Situational Awareness (SA) Unit

Headed by the SA Unit Leader and falling under the Information Management Section, the SA Unit collects, analyzes, and disseminates incident information. This Unit's personnel typically create and provide a variety of products for SECC policy-level leadership, public affairs, and other internal and external stakeholders. The staff in this Unit also process requests for information; develop reports, briefings, and presentation products; integrate geospatial and technical information; and develop material to support public warning messages.

Planning Support Unit

Also falling under the IM Section, the Planning Support Unit staff provide a range of current and future planning services that may include developing contingency, deactivation, and recovery plans. Staff in the Planning Support Unit assist in developing and executing the shared goals of multiple jurisdictions and organizations involved in managing the incident and coordinate a standard planning process to achieve the objectives of the SECC leadership and foster unity of effort among all organizations represented in the center. The Planning Support Unit staff coordinate closely with the incident Planning Section(s) to ensure that both on-scene and SECC personnel have appropriate contingency plans in place.

Resources Support Section

The departments and agencies represented in an SECC generally have access to a variety of resources that are specific to the department or agency's responsibilities. A typical ICS Logistics Section has expertise in ordering resources through mutual aid, purchasing/contracting/leasing, or from external government organization via requests for assistance. Funding for purchases/contract/leases or reimbursement of expenses is usually handled in the ICS Finance/Admin Section. The ISM Model combines all these functions in the Resources Support Section, which provides a one-stop shop for acquiring, deploying, and tracking resources and services.

¹⁰ EMAP 4.6.2 – Coordination procedures among response personnel and jurisdictions

Resource Coordination Unit

Staff in the Resource Coordination Unit work to ensure that on-scene incident management personnel have the resources and operational support they need. This Unit's personnel source, request/order, and track all resources. This includes supplies, equipment, and personnel acquired from departments and agencies represented in the SECC, other community organizations, mutual aid/Emergency Management Assistance Compact (EMAC) sources, or non-governmental partners, as well as items purchased or leased.

Center Support Unit

EOCs require a variety of communications, information technology (IT), administrative, and general services, as well as staff support, such as food, to function most effectively. Staff in the Center Support Unit support the needs of the facility and staff in the SECC and any associated facilities such as a Joint Information Center (JIC). In this role, staff in the Center Support Unit communicate and gather requirements for supplies, equipment, administrative processes, security, maintenance, and other logistics to ensure the SECC staff have the resources and capabilities required to perform their roles.

Finance Unit

In the ISM model, the Finance Unit falls under the Resource Support Section and is responsible for aggregating the overall costs incurred during an emergency. This financial information should include expenditures made by entities (internal and/or external) in addition to the SECC, and will be made available to support reimbursement efforts, insurance claims, and inform future emergency budgeting, etc.

The Finance Unit is activated when required for the purpose of maintaining records on personnel and equipment time, for providing payments to vendors for supplies and usage, claims, and for determining the cost considerations or various alternative strategies associated with event/disaster. This Unit can also include legal, purchasing/ billing, cost forecasting and timekeeping functions as needed. In some cases where only one specific function is required (e.g., cost analysis), that position could be established as a Technical Specialist.

Recovery Section

Recovery is a critical component of large-scale disasters and needs to start alongside Response. Navigating the various programs, statutes, and rules of Recovery can be extremely complex and requires significant experience and expertise. For that reason, the Montana SECC will activate a separate Section for recovery, staffed by technical specialists and led by the DES Recovery Bureau Chief or Program Manager.

The Recovery Section will:

- Coordinate all recovery-related activities during and after the response.
- Manage damage assessments, debris management coordination, and individual and public assistance (IA, PA).
- Lead development of recovery scoping documents and FEMA coordination.
- Engage NGOs, ESF partners, and private sector stakeholders in recovery planning and execution.
- Activate as needed depending on the incident type and scale.

The Recovery Section may begin limited activities while the SECC is at Enhanced Monitoring, primarily by tracking impacts and providing early advice to the SECC Manager, but formal Recovery Section activation will typically occur at Partial Activation for incidents of significance. In these cases, a Recovery Specialist may deploy to the field with a District Field Officer early in the incident to support local jurisdictions with damage assessment, initial recovery scoping, and coordination with potential state and federal recovery programs, subject to Recovery staffing capacity and competing priorities. As the incident escalates or state and federal declarations are considered, the Recovery Section expands to manage damage assessments, debris coordination, public and individual assistance, and long-term recovery planning in close coordination with ESF partners and the SECC Manager.

Technical Specialists

Technical specialists have special expertise and skills, and they are activated only when needed. No specific qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technical specialists may serve anywhere within the organization depending on factors such as complexity, span of control, lines of communication, and subject matter expertise. They are most often assigned to the specific area (section, branch, division, group, or unit) where their services are needed.

Emergency Support Functions (ESF)

The State of Montana has incorporated the concept of Emergency Support Functions (ESFs) into the structure of the SECC¹¹. Closely mirroring the structure and organization of the federal government's National Response Framework (NRF), Montana has categorized the kinds of assistance that it routinely provides into 15 functional areas, referred to as ESFs. State Departments and Agencies are assigned various roles and/or responsibilities associated with these Emergency Support Functions. The SECC relies upon the resources and personnel provided by various Montana ESF partners.

At the discretion of the "Primary Agency", an individual ESF may conduct their business 1.) in the SECC, 2.) at a Departmental Emergency Operations Center (DEOC), or 3.) at any other remote facility that is convenient for its partners. ESFs may also choose to conduct their business via "virtual meetings" (i.e., webinars or teleconferences). Each ESF is expected to provide an *agency representative (AR)* to the SECC to ensure that the SECC is kept updated on the progress and/or challenges they face.

Generally, the ESFs ARs will tie in directly with the SECC LOFR or SECC Manager. As a matter of practicality, the ESF ARs will also coordinate directly with the appropriate SECC Sections as the incident and mission indicate.

ESF Coordination

- Led by the SECC Manager, Deputy or SECC LOFR.
- Focuses on maintaining or reestablishing impacted Community Lifelines.

¹¹ EMAP 4.6.2 – Coordination procedures among response personnel and jurisdictions

- Each agency or capability lead contributes to interagency coordination and ***advises or integrates directly with appropriate SECC sections*** (e.g., Resource Support, Information Management, or Recovery) depending on their function.
- May be organized around capabilities or Lifelines rather than strict NRF ESF labels. For example:
 - ESF 4 (Firefighting) = *Wildland Fire Coordination Cell/Task Force/Strike Team*
 - ESF 6 (Mass Care) = *Shelter & Human Services Cell/Task Force/Strike Team*
 - ESF 12 (Energy) = *Utilities & Infrastructure Cell/Task Force/Strike Team*

Emergency Support Functions are a primary mechanism for bringing state agency capabilities into the SECC's incident support structure without creating a separate Operations Section in the center. ESF partners provide functional expertise, resources, and statutory responsibilities for areas such as transportation, public works, energy, law enforcement, mass care, and volunteer management, and they integrate with SECC sections and units to translate incident needs into practical support actions aligned with each ESF's mission. In this ISM model, ESF representatives help the SECC understand sector status and constraints, identify feasible support options, and ensure that SECC commitments in the Incident Support Plan (ISP) reflect both incident requirements and ESF capabilities rather than attempting to direct on-scene tactics.

ESF agency representatives typically work with the Information Management Section for situational awareness, reporting, and public information support; the Resource Support Section for resource requests, movement, infrastructure support, and logistics; and the Recovery Section for damage assessment and recovery program coordination. Their inputs—such as impact assessments, sector status, and resource information—help shape Priority Information Requirements (PIRs), the Information Collection Plan (ICP), the ISP, and Situation Reports (SitReps), so that ESF actions and SECC support remain synchronized around community lifeline stabilization and partner needs. Detailed ESF-specific roles, lead/support agency assignments, and functional actions will be provided in separate ESF tools and annexes, including materials integrated into the State Emergency Operations Plan (MERF) and Homeland Defense products; this manual focuses on how ESFs coordinate with the SECC rather than restating all ESF procedures.

SECC ISM Organization Chart

The ISM SECC Organization Chart is a sample that depicts a Full Activation. Not all positions and units will be needed each time the SECC is activated. We will activate the SECC positions and units deemed necessary to effectively respond to the situation then expand or contract as needed.

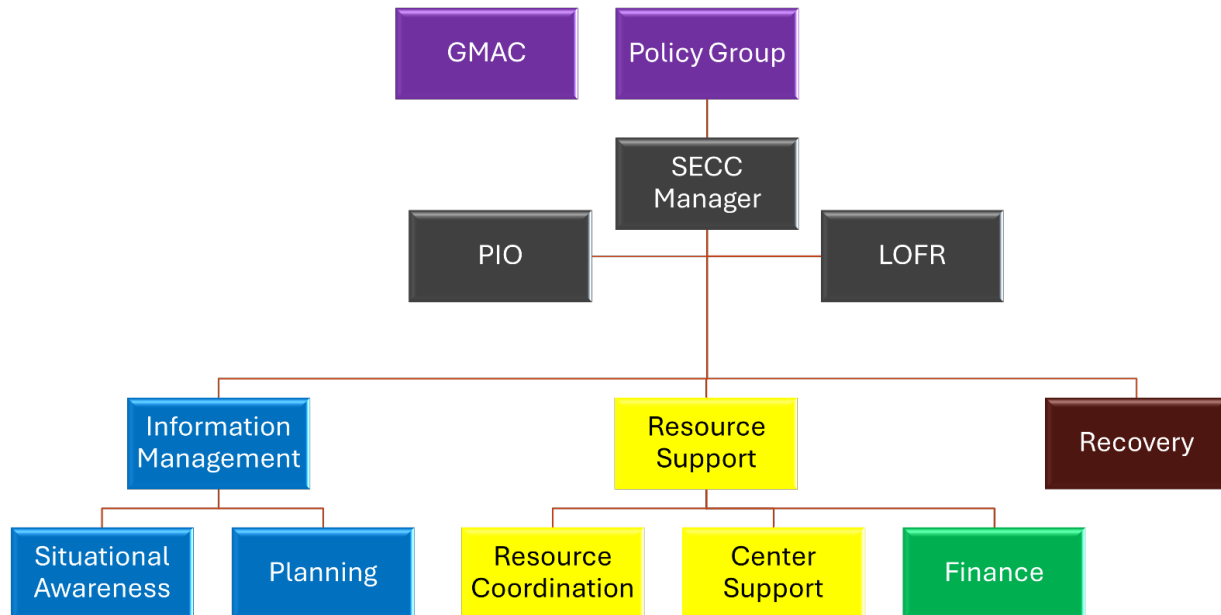


Figure 2: SECC ISM Org Chart

SECC Layout

SAMPLE – we need to develop our own once we decide how the new SECC layout will be.

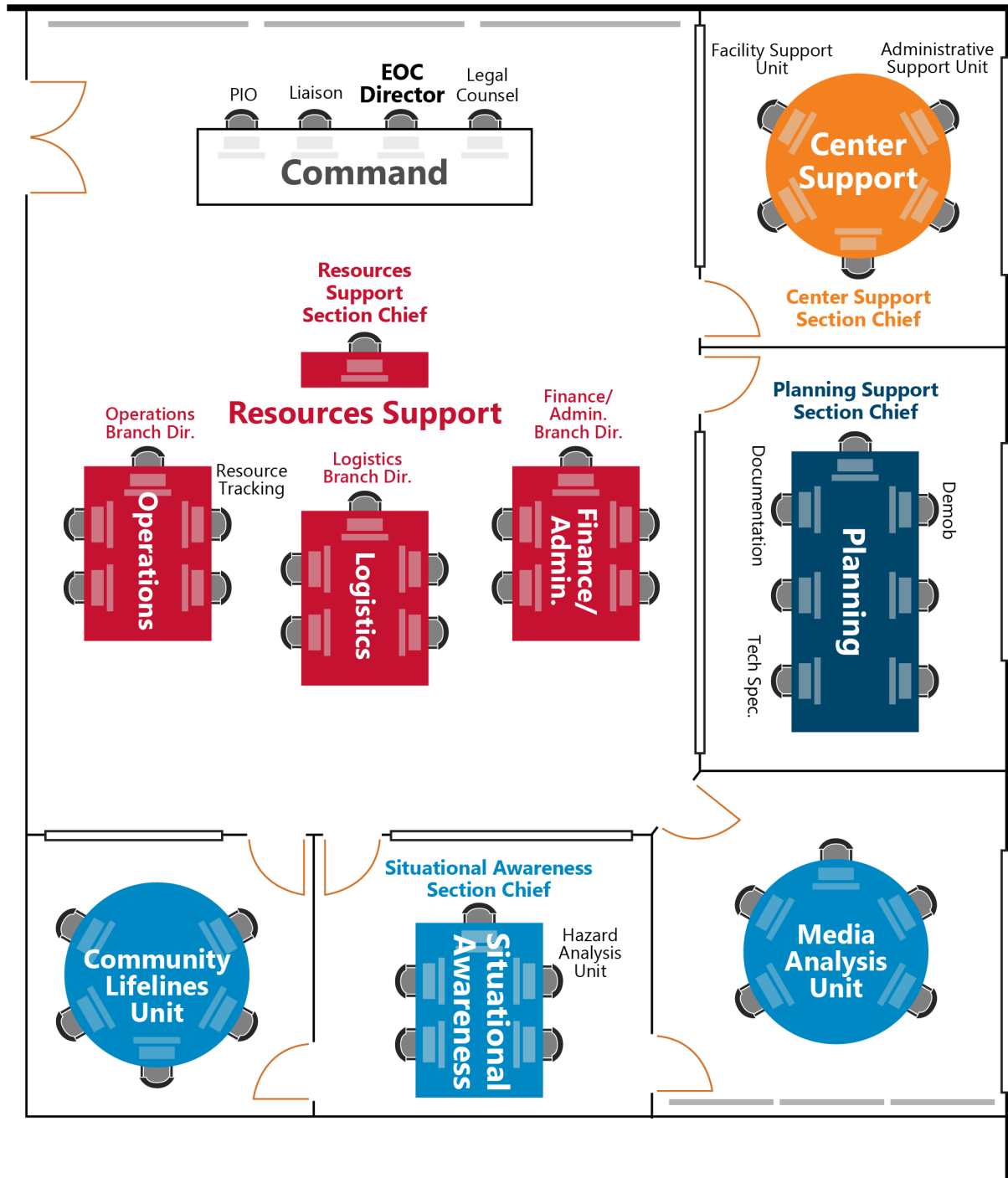


Figure 3: ISM SECC Floorplan Example

SECC Operations

SECC operations incorporate the principles and concepts of the **National Incident Management System (NIMS)**¹².

SECC/Field Synchronization

When both field incident command and SECC operations are active, the SECC supports—not directs—on-scene tactics by providing coordinated resources, policy guidance, situational awareness, and planning support. Synchronization between the SECC and the field focuses on shared objectives, clear roles, and aligned information products, particularly the Incident Action Plans (IAPs) developed by incident command and the Incident Support Plans (ISPs) developed by the SECC. Planning cycle alignment is achieved through appropriate participation in Planning P meetings, use of common operational periods where feasible, and consistent use of SECC information products such as PIRs, the Information Collection Plan (ICP), SitReps, and ISPs rather than by attempting to mirror every field schedule or manage field operations directly. Detailed guidance on SECC planning cycles and information workflows is provided in the ISP Process, PIR/ICP Process, and ISM 230-SECC Daily Meeting Schedule tools¹³.

Incident Reporting

Initial Notification

The Response Bureau District Field Officers (DFOs) manage the DES Duty Officer program. The DES Duty Officer is available 24/7 to:

- 1) Monitor conditions
- 2) Maintain situational awareness.
- 3) Receive incident reports.
- 4) Process requests for assistance from local or tribal governments and/or from other state agencies.

The types of situations DES asks local jurisdictions and partners to notify the Duty Officer of include:

- ❖ Any event (natural, technological, or adversarial) resulting in, or having the potential to result in:
 - Multiple Injuries/Fatalities
 - Significant Damages/Impacts to Community/Public Infrastructure
 - Large Scale Community Evacuations
 - Large Scale Community Sheltering of People and/or Animals
 - Impacts to Critical Infrastructure (i.e., 911 services, communications, health and medical facilities, emergency first responders, electrical/power, gas, water, and sewage facilities)
 - Hazmat spill into major river/lake systems and/or drinking water sources

¹² EMAP 4.6.1–4.6.6 – Incident management system and procedures

¹³ EMAP 4.6.2 – Coordination procedures among response personnel and jurisdictions

- A local emergency or disaster declaration
- ❖ All Rural Fire Activity
 - Large Fires (multiple mutual aid requests, fire unable to be controlled, structures/communities threatened) should be reported immediately
 - Smaller fires that do not meet the above criteria should be reported via CORE as soon as possible for situational awareness and fire tracking purposes
- ❖ Downed Aircraft with Fatality
- ❖ Law Enforcement Incident
 - Active Shooter
 - Bomb Threat
 - Civil Disturbance
 - Suspicious Package/Powder
- ❖ Cyber Incident (potential or actual impact/threat to critical infrastructure or lifeline services)
- ❖ Train Derailment resulting in explosion or hazmat-related immediate public health threats
- ❖ State or Federal Assistance Requested
- ❖ Local/Tribal Declaration
- ❖ Local/Tribal Emergency Operations Center (EOC) Activation

When a call comes in to the Duty Officer, he/she will try to gather the following information:

WHO:

- Reporting Party/Caller (name and agency)
- Incident Command/Unified Command (name and agency)
- Agencies/Organizations that have been notified/responding (local/tribal, state, federal voluntary, private)

WHAT:

- Type of incident
- Severity of incident:
 - Injuries/Fatalities/Missing
 - Evacuation/Sheltering
 - Damages (homes, businesses, infrastructure)
 - Environmental/Public Health impacts
- Critical Infrastructure Sectors/Services impacted (directly or indirectly)
- Any further impacts/threats/concerns
- Local/Tribal response activities underway/planned
- Any additional assistance requested/anticipated
- Other additional pertinent incident-related information based on situation

WHEN:

- Date/Time incident occurred

- Is the incident ongoing

WHERE:

- Location of incident
- Other jurisdictions/geographical areas that have been or could be impacted

WHY:

- Cause of incident

Incidents that meet the criteria for developing a “Duty Officer Report” are shared with the SECC via email in accordance with the procedures outline in the DES Duty Officer Handbook. If the situation is significant enough or escalates to that point, the SECC Manager will determine the need to initiate an “incident” in CORE. From that point, follow-on incident updates and responses may be entered into CORE by any of the SECC staff (or locals/ESF partners) as appropriate.

If the Duty Officer needs more help to satisfy a customer’s needs, they can request support from the SECC. Depending on the needs of the situation, individual SECC staff may provide additional assistance and if necessary, activate the SECC formally.

SECC Activation

Activation of the SECC may be initiated when an emergency, disaster or catastrophe that requires SECC assistance has occurred or is imminent and is authorized by any of the following:

- Governor
- DMA Director (the Adjutant General)
- MT DES Administrator
- Response Bureau Chief
- SECC Manager

Activation Criteria

In general, the following situations could warrant the activation of the SECC.

- Significant number of people at risk
- Response coordination required because of
 - Large, complex or widespread event
 - Multiple emergency sites
 - Several responding agencies
- Resource coordination required because of
 - Limited local resources, and
 - Significant need for outside resources
- Uncertain conditions
 - Possibility of escalation of the event
 - Unknown extent of damage
- Potential threat to people, property and / or environment
- Declaration of a Local Emergency/Disaster is made

Hazards Prompting Activation

Specific types of events/hazards that could cause the above situations include, but are not limited to, the occurrence or imminent threat of:

- **Significant Natural Disasters:**
 - Severe weather events, including thunderstorms, windstorms/tornadoes, blizzards, drought or cold snaps that pose a significant threat to life, property, or infrastructure.
 - Earthquakes, wildfires, floods, or volcanic eruptions with the potential for widespread impact.
 - NOTE: Northern Rockies Geographic Area moving to Preparedness Level (PL) 4 or 5 indicates a significant threat of wildland fire. When the NRGAs moves to either PL 4 or 5, the SECC will activate to **YELLOW** or higher as appropriate.
- **Critical Infrastructure Failures:**
 - Significant disruptions or failures in essential services such as power, water, communication networks, transportation systems, or healthcare facilities.
- **Public Health Emergencies:**
 - Outbreaks or pandemics, such as infectious diseases (e.g., COVID-19, Ebola) or bioterrorism incidents that require a coordinated response to protect public health and safety.
- **Requests for State Assistance:**
 - When local jurisdictions or agencies exhaust their resources and request state-level support to manage and coordinate response efforts.
- **Declaration of a State of Emergency:**
 - When the governor or a designated authority declares a state of emergency due to an imminent or ongoing event, such as natural disasters (e.g., floods, earthquakes, wildfires), pandemics, terrorism, or civil unrest.
- **Mass Casualty Incidents:**
 - Large-scale accidents, shootings, or incidents resulting in multiple casualties that require extensive medical response and coordination.
 - NOTE: Special Events that have a high potential for mass casualties and may also be targeted by hostile actors may trigger an SECC Activation. Examples could include political rallies, concerts, sporting events where there are credible threats or concerns of violence.
- **Major Transportation Accidents:**
 - Airplane crashes, train derailments, bridge collapses, or other incidents that result in significant casualties, widespread disruption, or environmental hazards.
- **Hazardous Materials Incidents:**
 - Spills, leaks, or releases of hazardous materials that pose a significant risk to human health, the environment, or critical infrastructure.
- **Agricultural Emergencies**
 - Plant, animal, or crop infestations or disease such as Avian or Swine flu, blight, hoof & mouth, and more that may cause significant economic impacts, loss and/or threats to human health and safety.

- **Terrorism or Security Threats:**
 - Acts of terrorism, including bombings, chemical attacks, or cyber-attacks that require a coordinated response and elevated security measures.
- **Civil Unrest or Social Disorder:**
 - Large-scale protests, riots, civil disturbances, or other incidents that threaten public safety, disrupt order, or require law enforcement coordination.

Activation Levels

The SECC response organization is based upon the scope and magnitude of an incident, and the level of capability and management structure needed to effectively address the consequences of the situation. Montana has established three levels of activation that are preceded by day-to-day **NORMAL (Green)** level operations. All levels provide for 24/7/365 monitoring of incidents throughout the state, maintaining a common operating picture, and supporting local/tribal jurisdictions and partners as needed. Each activation level represents an increased need for situational awareness and coordination of State response activities and resources. Considerations for each level will be driven by Ops tempo and complexity of the event¹⁴.

Normal

This is the “steady state” operational level of the SECC. It is marked by routine day-to-day operations and activities, including ongoing statewide coordination and information integration and sharing. Operational readiness is maintained through monitoring and assessing potential threats and hazards during normal duty hours. Duty Officer is on call 24/7 for reportable incidents and requests for assistance. “Spot Report” notifications may go out according to *SECC Notification Protocol*.

Enhanced Monitoring

A situation or threat has been identified that requires enhanced monitoring and coordination in case it escalates. The SECC staff and facility are on “standby” and are working normal to “extended” hours as needed. DES Staff and select state agencies (for example: DEQ, DPHHS, MDT, DNRC) are notified as appropriate that they may be needed to assist or coordinate with the SECC.

Key Activities:

- Monitoring weather conditions, intelligence reports, or other sources of information for potential threats.
- Coordinating with relevant agencies and stakeholders to gather and share information.
- Assessing the potential impact and risk of the situation.
- Drafting State Emergency/Disaster Declaration for possible use.

¹⁴ EMAP 4.7.2 – Gap analysis

Partial Activation

This level may be initiated to meet increasing multi-agency coordination requirements deemed necessary for information, resources, or consequence management support efforts. SECC Command and General Staff may occupy positions in the SECC in addition to representatives from one or more state agencies and/or non-governmental organizations (e.g. VOAD, Red Cross) as needed. Notification is made to appropriate remaining ESF Partners/state agencies and other support organizations to be on standby for activation. Working hours/schedules may be adjusted to meet the needs of the situation.

Key Activities:

- Staffing the SECC with essential personnel and partners.
- Coordinating with partner agencies and stakeholders to mobilize resources and initiate response actions.
- Conducting preliminary assessments and resource tracking.
- Facilitating interagency coordination and managing requests for assistance.
- Conducting situation briefings, resource management, and information sharing with internal and external stakeholders.
- Developing Incident Support Plan(s) and Situation Reports
- Sending State Declaration to Governor for signature
- Drafting Presidential Declaration for possible use

Full Activation

This level is initiated when it is necessary to meet significant multi-agency coordination requirements for information, resources, and consequence management support efforts. Staffing may include all SECC Command and General Staff positions, most or all of the State's ESFs, and a federal/State Unified Command element. Additional MT DES staff, local DES Coordinators, and/or EMAC assisting resources may be called upon to help staff and manage the SECC, especially if extended work hours or night shifts are implemented.

Key Activities:

- Staffing the SECC to facilitate high level, multi-agency coordination and decision-making.
- Augmenting SECC staff with subject matter experts, specialized teams, or external agencies to support response efforts.
- Coordinating with regional, state, or national authorities for additional resources or support (e.g. EMAC).
- Developing ISPs, SitReps, Status Displays and other products as needed.

Initial Activation

Initial "Activation" means moving from **NORMAL (Green)** routine operations to **MONITORING (Yellow)** enhanced operations. Upon initial activation, the SECC Manager will ensure coordination with the appropriate MT DES staff and agency representatives (e.g. ESFs) to staff the SECC. Notifications will be accomplished in the most expedient manner utilizing phone, group text, email

or a mass notification system. MT DES staff and agency reps are expected to respond to the SECC immediately upon receiving notification of the activation.

If activation occurs after hours, additional activation steps may include:

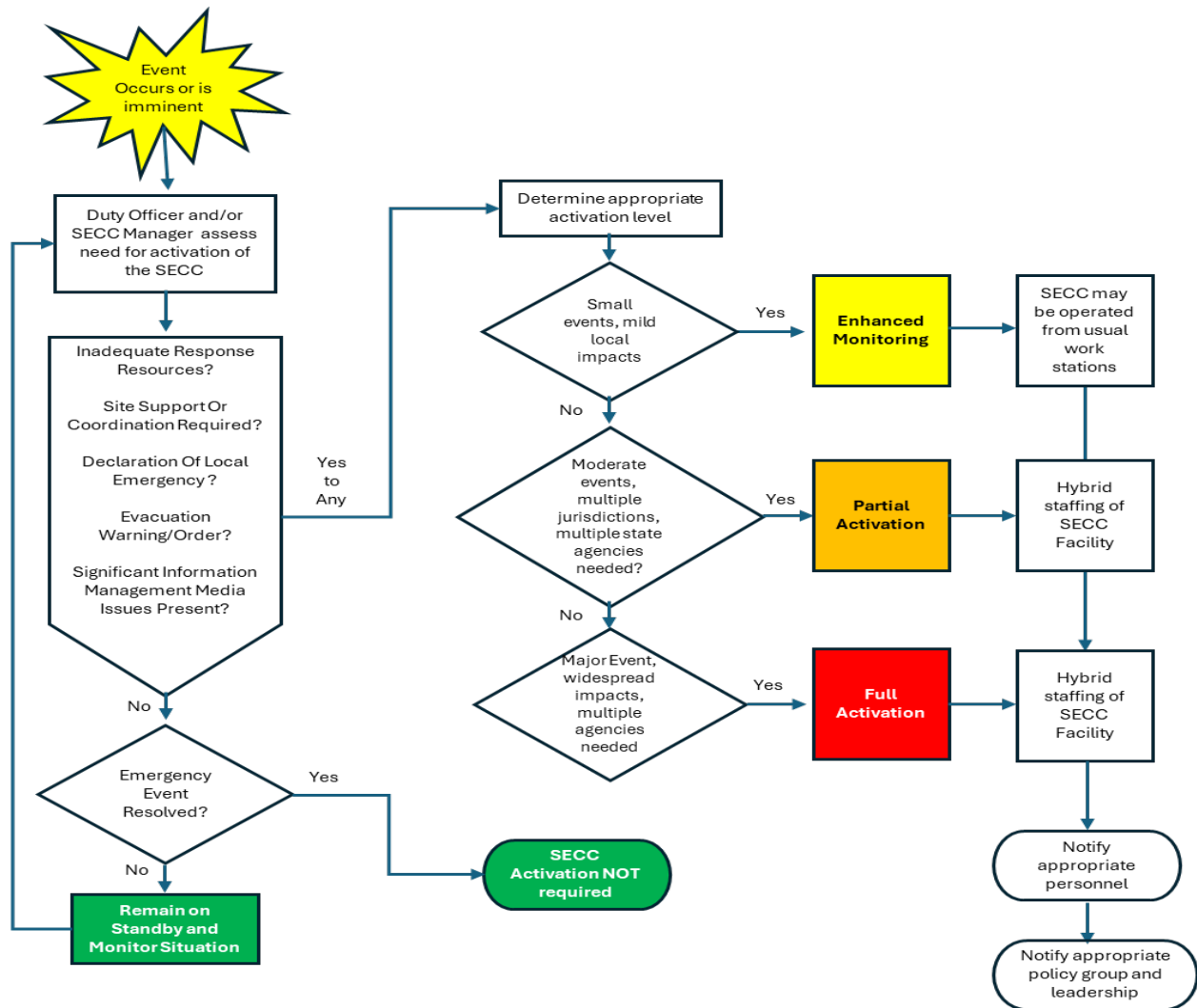
- ❖ Notify the Main Gate and Security Staff (Securitas) of activation
- ❖ Report to the facility and initiate setup
- ❖ Implement access control measures as required
- ❖ Turn on appropriate SECC computers and monitors for status display
- ❖ Log into CORE; at a minimum display the Controller Review and Significant Events boards
- ❖ Set up appropriate workstations for ESF partners as needed
- ❖ Establish and maintain communication links with the affected jurisdiction(s)
- ❖ Review position responsibilities
- ❖ Provide contact information for the SECC to the Main Gate and Securitas
- ❖ Establish and maintain a position log via CORE
- ❖ Provide initial briefing to incoming personnel

Activation Level Escalation

Throughout the course of an event or incident, the SECC will maintain situational awareness and continually assess the response. If it is determined that the event or incident is worsening, increasing in complexity, and/or the resources are either not present or are not able to keep up with event or incident demands, the SECC Manager will consider escalating the SECC Activation Level.

Complexities that may trigger activation level escalation include but are not limited to:

- ❖ Enhanced need for development and maintenance of a common operating picture (i.e., Incident Summaries, mapping)
- ❖ A written Incident Support Plan (ISP) is needed
- ❖ Multiple state resources are being requested, activated and/or deployed
- ❖ Larger scale movement and deployment of resources
- ❖ Anticipated support will require increasing coordination or response by the state
- ❖ Activation of MT DES staff, beyond the SECC Staff, is needed to support operations
- ❖ Events/situations affecting large geographic areas
- ❖ Escalation of events occurs
- ❖ There is a need for out-of-state assistance (i.e., Federal, EMAC, NEMAC)
- ❖ Widespread initial damage assessment is required
- ❖ Numerous or expanded operational periods are anticipated
- ❖ Multiple or simultaneous events requiring 24/7 response and coordination
- ❖ An adversarial event or credible threat of an adversarial event within the state occurs
- ❖ Program and/or functional area expertise is requested at all times in the SECC



SECC Staffing

The MT DES Response Bureau has primary responsibility for staffing positions within the SECC during activations. As an incident escalates and additional staffing is required, other MT DES staff members may be activated to assist as well as the following¹⁵:

- MT DES District Field Officers (DFOs) serve as state field liaisons with local emergency managers to ensure local needs are met efficiently and effectively and issues/concerns are reported back to the SECC.
- Local Emergency Managers may be leveraged through mutual aid to augment impacted local emergency managers and/or assist in local emergency operations centers (EOCs) or the SECC.
- If additional GIS support is required, MT DES will first request assistance from the Montana State Library GIS staff. If that fails, the SECC may request assistance from the FEMA GIS Specialist on the FIT team.

¹⁵ EMAP 4.6.4 – Identifying personnel to fill roles

- If additional PIO support is needed, MT DES will draw upon other agency PIO staff. Local PIO staff may be leveraged to augment impacted local jurisdictions. If warranted, FEMA support may be requested.

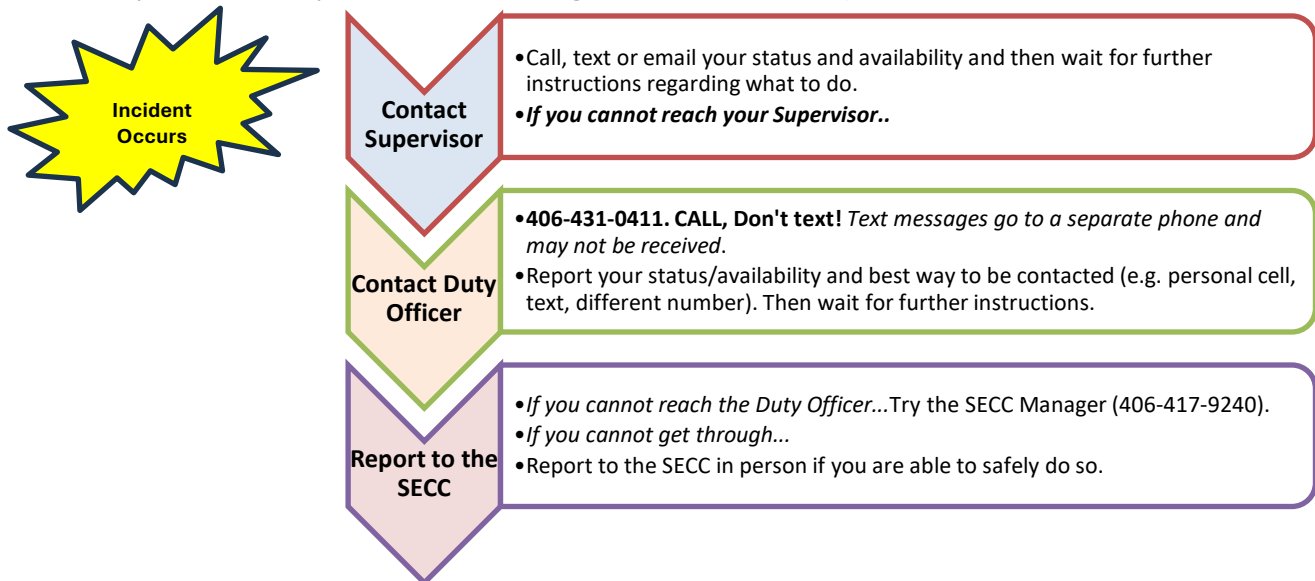
Staff Recall

For after-hours incidents that justify **Full Activation**, all employees of MT DES are subject to immediate recall. In most instances, staff will be notified by their Supervisor or the SECC of the need for their help. However, staff are encouraged to take the initiative and notify their supervisor of their status and availability once they become aware of a situation that may require SECC activation and recall.

Employees should consider any **catastrophic event** occurring within the State to be an automatic recall. Catastrophic events may include, but not limited to, earthquake, major civil unrest, significant hazardous materials incident (e.g. train derailment, explosion), urban conflagration, explosion or flooding that impacts major critical infrastructure etc.

Employees may also be subject to recall during extraordinary circumstances as deemed necessary by the Division Administrator or authorized designee.

Prior to responding to the SECC, employees shall telephone their immediate supervisor, the Duty Officer (**406-431-0411**), or the SECC Manager to determine if they are needed.



If telephone contact cannot be made, the employee should report to the SECC once their immediate family is safe and self-sufficient. If the SECC is found to be inaccessible, or non-functional, employees should attempt to respond to the *Lewis & Clark County EOC* at the airport (**2745 Skyway Dr.**).

In the event an employee is on deployment or vacation, they should attempt to contact the Duty Officer and advise him/her of their status once they become aware of the situation. If circumstances prevent the employee from responding to assist, a notification should be made to the Response Bureau Chief, the SECC Manager, or designee.

Failure to promptly respond to an order to report for duty may result in disciplinary action.

Agency Representatives (AR)

In addition to MT DES staff the SECC may be comprised of representatives (liaisons) from state agencies that maintain a primary role in responding to and recovering from incidents/disasters (e.g. *Emergency Support Function (ESF) partners, National Flood Insurance Program (NFIP Coordinator, etc.)*). Additional representatives (liaisons) from non-state entities may also be called upon to help staff the SECC ensuring the necessary subject matter expertise and reach-back capability to meet the demands of a wide range of potential disaster scenarios and incident needs¹⁶. ARs are responsible for overseeing their agencies' (or program) activities during an incident/disaster, providing guidance to the SECC based on their subject matter expertise, determining capability and status of agency resources, ensuring proper level of staffing for the SECC, participating in meetings, monitoring CORE, submitting CORE entries regarding agency activities/requests, providing input for the Incident Summary Report/SitRep and SECC Incident Action/Support Plan (IA/SP) and maintaining contact with counterparts on a local/tribal and federal level. ARs will initially tie in with the SECC LOFR (or SECC Manager/Deputy) but will work directly with the ISM Sections and Units as most appropriate to meet incident needs¹⁷.

Virtual or Hybrid SECC Staffing

Depending on the situation, not all staff or partners may be able to physically or safely respond to the SECC facility. In these situations, the SECC may operate using a virtual staffing model, a hybrid staffing model, or another distributed arrangement that preserves continuity of coordination and support operations. Hybrid operations should be treated as a standard operating capability rather than an exception and may be used for activations at any level based on incident conditions, staff availability, travel limitations, facility constraints, safety considerations, or continuity requirements.

When operating virtually or in a hybrid manner, the SECC Manager will ensure that staffing assignments, reporting relationships, communications methods, briefing schedules, document-sharing procedures, and accountability expectations are clearly established for each operational period. CORE remains the primary system for incident information, resource tracking, and documentation, and all staff will maintain position logs and incident records using approved systems and procedures.

Virtual and hybrid operations must maintain the same operational discipline as in-person activations, including participation in briefings and planning activities, timely reporting, secure handling of sensitive information, and use of primary and backup communications methods. Detailed procedures for technology requirements, remote participation, collaboration methods, troubleshooting, and virtual security are provided in [Appendix D-7, Virtual and Hybrid SECC Operations](#).

¹⁶ EMAP 4.6.4 – Identifying personnel to fill roles

¹⁷ EMAP 4.6.2 – Coordination procedures among response personnel and jurisdictions

State SECC Deactivation/Demobilization

Each situation will need to be evaluated to determine the need for continued operation of the SECC after the emergency response phase of the situation has been completed. Deactivation/Demobilization of the SECC will usually occur when the threat, incident, emergency, or disaster has diminished to the point where SECC support is no longer needed however, it may be desirable to continue to operate the SECC during the initial phase of the recovery period to facilitate the dissemination of information on disaster relief programs available for the public, local, and tribal governments.

SECC deactivation/demobilization or phasing the operations to a lower activation level will be approved by the SECC Manager (or Unified Command) and implemented by the General Staff Section Chiefs or designees.

Deactivation/Demobilization Procedures

When the decision is made for deactivation/demobilization, the SECC Manager or designee will:

1. Communicate deactivation/demobilization or changes in activation level to SECC staff; including changes to operational hours and required agency representation;
2. Notify appropriate personnel no longer required to staff the SECC;
3. Coordinate with Section Chiefs regarding any issues/concerns or assistance needed;
4. Determine the need for and designate the method by which staff should submit after action review comments;
5. Ensure any open actions are completed prior to deactivation/demobilization;
6. Ensure all documents, actions or other records are logged in CORE;
7. Arrange for inventory, replacement and return of equipment and supplies;
8. Ensure work areas are cleaned up before leaving;
9. Instruct staff to provide forwarding number for where they can be reached (if needed);
10. Ensure all computer, monitors and other equipment is shut down;
11. Transition operational responsibilities to on call DES Duty Officer;
12. Notify Main Gate and Security Staff of SECC deactivation;

Alternate SECC

Alternate SECC sites may be activated when the primary SECC becomes untenable, inaccessible, degraded, or otherwise unsuitable for continued operations, or when a state coordination presence is needed in or near an affected area to improve support to incident operations. Alternate-site operations are a continuity capability of the SECC and may be conducted as a full relocation, a split-site operation, or a supplemental coordination location used in conjunction with the primary SECC.

When an alternate SECC is activated, the SECC Manager or designee will determine the operating model, identify which functions will relocate or remain in place, and provide reporting, communications, and accountability instructions to staff and partner agencies. Priority will be

placed on rapidly restoring leadership coordination, situational awareness, communications, CORE access, and resource-support functions needed to sustain state incident support.

Site-specific procedures, relocation actions, setup requirements, staffing considerations, continuity measures, and testing expectations are provided in [Appendix D-6, Alternate SECC Procedures](#). Alternate SECC sites may also be used in conjunction with the primary SECC to enhance statewide coordination capacity during complex or geographically dispersed incidents.

The following alternate SECC locations have been secured through MOUs with the local agencies¹⁸:

Location	POC	Numbers
Butte Justice Center 3619 Wynne Ave. Butte, MT 59701	Lisa Carey, DES Coordinator	W: (406) 497-6295
Gallatin County EOC 219 E Tamarack St. Bozeman, MT 59715	Patrick Lonergan, OEM Chief	W: (406) 548-0111

Alternate SECC sites have sufficient workspace and layout and sufficient technology and infrastructure to support hybridized operations. The alternate sites are in cities far enough away from Helena to be safe from whatever impacts are affecting the primary SECC. All alternate facilities are considered “warm” in that they have critical systems and equipment in place to facilitate a rapid resumption of SECC operations, and the sites can be up and functioning as soon as personnel arrive with utilities and infrastructure that is already operational.

Any of the Alternate SECC sites may be used in conjunction with the Primary to enhance coordination capabilities of the overall State response system. Alternate SECC sites will be tested annually, unless activated for an actual incident. AARs will be conducted for both tests and activations with corrective actions identified and tracked by the SECC Information Management Section using HSEEP tools and protocols.¹⁹

Emergency/Disaster Declarations

When elected officials at state and local/tribal levels of government determine emergency/disaster damages and/or conditions are beyond internal capabilities, they may issue an emergency/disaster declaration and submit it to the next level of government. Local/tribal government’s issuance of an emergency/disaster declaration is generally the first step for inclusion in a State and/or Federal Disaster Declaration. Local Jurisdictions should execute their Local Emergency Operations Plan (LEOP) during an incident. Local, State, and federal declaration processes all differ slightly. Additionally, Tribal Nations have the option of declaring and working with either the State or the Federal Government agencies directly.

City Government

Emergency/disaster response agencies from city government will respond to an emergency/disaster within their corporate limits and coordinate activities in accordance with their standard operating procedures (SOPs), LEOP and mutual aid agreements. If an emergency/disaster situation is, or is

¹⁸ EMAP 4.7.4 – Maintaining agreements and arrangements

¹⁹ EMAP 4.7.5, 4.9.2-4.9.3

likely to be, beyond the scope of control of the city, the mayor or city council of an incorporated city may proclaim an emergency/disaster. Their proclamation and any requests for assistance should be forwarded to the county Emergency Manager, if the city does not have their own emergency management program, in an expedient manner (i.e., by voice followed by hard copy). When a local emergency/disaster has been declared, the mayor will govern by proclamation and has the authority to impose all necessary regulations to preserve peace and order in the city.

Note: For a city to be included in a Presidential declaration, the county must declare an emergency/disaster.

County/Tribal Government

Upon receipt of the declaration of an emergency/disaster from an incorporated city of the county or tribal nation, the Emergency Manager will provide available assistance requested to respond to the incident (e.g., sheriff, public works, health, etc.) and notify DES that a situation exists that may require issuing a local emergency/disaster declaration. In the event a situation exists in the unincorporated portions of the county/tribal nation that may affect lives and property, the county/tribal nation will respond to the incident utilizing county/tribal resources. If the situation, either in a tribal nation, incorporated or unincorporated portion of the county, is beyond the capability and resources of the county/tribal nation, the chair of the board of county commissioners/tribal council may declare an emergency/disaster. The county/tribal Emergency Manager will notify DES that the county/tribal nation has declared an emergency/disaster, and that the county/tribal nation has implemented its LEOP. The notification should state that the county/tribal nation has committed all available resources. If state supplemental assistance is needed to assist the county's/tribal nation's response effort, the type of assistance should be clearly stated. The declaration and request for state assistance may be provided orally and then submitted to DES via email or CORE.

Tribal Government additional information

Tribal nations in Montana are recognized as sovereign nations and have the option of requesting a Presidential emergency or major disaster declaration independent of a State. In order to allow tribes the choice to use the new authority immediately, FEMA is processing tribal declaration requests utilizing current declaration regulations for state requests. The residents of tribal nations are also citizens of the state and county within which they reside. An emergency/disaster may occur for which the members of the tribal nation cannot provide satisfactory resolution. Emergency/disaster response agencies from tribal government will respond to an emergency/disaster and coordinate activities in accordance with their SOP, LEOP and mutual aid agreements. County/state/federal involvement for resolution of the situation requires that the tribal nation/tribe request assistance using the same procedures as any other incorporated community within a county if they wish to be considered for aid under the umbrella of the state.

State Government

Once local/tribal governments determine internal resources are or may be inadequate, inappropriate, unavailable, non-existent, or are expended/overwhelmed; they may issue an emergency declaration and notify the MT DES. They will also provide situation reports to DES throughout the incident.

The Governor may then issue an executive order declaring an emergency or disaster. Usually, the Governor will also activate the State EOP and direct state resources to assist local/tribal

governments in a coordinated manner. The Governor may also direct the execution of any enumerated emergency authorities as detailed in the Montana Code Annotated (MCA).

In the Governor's role as Commander in Chief, he/she may also direct the Adjutant General to activate the MT National Guard.

The Governor is the only state official authorized to request a Presidential Declaration if federal resources are required to support emergency and/or disaster response and recovery operations. If the Governor is considering such a request, DES will coordinate with appropriate state and local/tribal officials to prepare the state's request for federal assistance. DES coordination will, at a minimum, include:

- ❖ Advise FEMA Region VIII administrator if Governor makes the request or if the Governor intends to make a request.
- ❖ Survey the affected area in coordination with local, tribal, state and FEMA representatives to determine the extent of public and private damage.
- ❖ Estimate the types and extent of federal disaster assistance required
- ❖ Consult with the FEMA Regional Administrator regarding eligibility for federal disaster assistance

Federal Government

General

The Stafford Act has provisions for Emergency and Major Disaster Declarations. Both Presidential Declaration types authorize the Federal Government to provide supplemental federal disaster assistance to state, local, and tribal governments.

In many instances, declarations allow the issuing level of government the authority to access their emergency funding. They formally activate Emergency Operations Plans and align the agencies from the issuing government towards cooperatively addressing the emergency or disaster.

FEMA monitors developing or actual disaster/emergency occurrences. The FEMA Region VIII Liaison Officer assigned to Montana will be in close contact with DES, as well as with federal agencies having disaster emergency assistance responsibilities and capabilities before, during, and after an emergency/disaster. A completed state request, addressed to the President, is sent to the FEMA Region VIII Administrator. The Regional Administrator evaluates the damage and requirements for federal assistance, and makes a recommendation to the Director of FEMA, who recommends a course of action to the President.

Without a Presidential disaster declaration, federal funding is unavailable. Unless the municipality has an emergency contingency fund, or the state maintains such a fund, monetary relief will remain unavailable. The Small Business Administration (SBA) may offer low interest loans depending on the severity of the damage.

Federal Emergency Declaration

A Federal Emergency Declaration can be issued for any reason if the President determines federal emergency assistance is needed. Federal Emergency Declarations supplement state and local/tribal emergency service efforts to save lives, protect property, preserve the environment and public health and safety; and/or lessen or avert the threat of a catastrophe in any part of the United States.

In many instances, the President will authorize an Emergency Declaration during response-centric operations to address emergency measures under the Public Assistance program such as:

- ❖ Category A- Debris removal
- ❖ Category B- Emergency Protective Measures

Once a Preliminary Damage Assessment (PDA) is completed and eligibility is validated, a *Disaster Declaration* may be issued by the President to address permanent repair and restoration work.

Federal Disaster Declaration

The President can declare a Federal Major Disaster Declaration for any natural event of such severity that it is beyond the combined response capabilities of state, local, and tribal governments. A major disaster declaration provides a wide range of federal and state assistance programs for individuals and public infrastructure, including funds for both emergency and permanent work and in some cases, mitigation funding may also be made available. In most instances the President will first issue an Emergency Declaration to address emergency measures and follow up with a Disaster Declaration once eligible damages are verified via a PDA. A disaster declaration will generally include permanent repair and restoration activities under the Public Assistance program. All or some of the following categories of work may be authorized:

- Category C- Roads and Bridges
- Category D- Water Control Facilities
- Category E- Public Buildings and Contents
- Category F- Public Utilities
- Category G- Parks, Recreational, and Other Facilities

Damages requiring Individual Assistance (IA) may also be assessed in a separate IA PDA, and the President may also include the IA program in the federal declaration.

Local and tribal governments also issue disaster declarations similar to emergency declarations. These are also generally the first step for inclusion in a State and/or Federal Disaster Declaration.

US Secretary of Agriculture Disaster Designation

According to the United States Department of Agriculture (USDA), the Secretary of Agriculture is authorized to designate counties as disaster areas to make emergency (EM) loans available to producers suffering losses in those counties and in counties that are contiguous to a designated county. In addition to EM loan eligibility, other emergency assistance programs, such as Farm Service Agency (FSA) disaster assistance programs, have historically used disaster designations as an eligibility trigger. Further information on the process and types of disaster designations, see the *USDA Disaster Assistance Fact Sheet* or the *USDA Farm Service Agency* website.

Situational Awareness

FEMA Community Lifeline Integration into Situational Awareness

Focused on response, the Federal Emergency Management Agency (FEMA) established community lifelines as a way to organize operational focus on seven essential categories required for incident stabilization and protection of life. The seven categories are safety and security; food, water, shelter; health and medical; energy (power and fuel); communications; transportation; and hazardous materials.



Figure 6: FEMA Community Lifelines

FEMA defines *lifelines* as fundamental services that when stabilized, allow all other aspects of a society to function. Each lifeline is composed of supporting components and subcomponents. For example, the energy lifeline has two components: power grid and fuel. In turn, power grid has three subcomponents: generation systems, transmission systems, and distribution systems.

During an emergency response, evaluation of community lifelines, focusing on incident impacts, allows for an assessment of the overarching impacts on a community. By focusing on community lifelines, incident impact information is used to build clear situational awareness focused on stabilization and restoration of key services and elements of the community, keeping response and support staff and decision-makers informed.

The Planning P drives the cyclical process of assessing the current situation based on community lifelines and determining stabilization targets for each community lifeline. With a focus on building and maintaining situational awareness, the SECC produces SITREPs as part of the Planning P cycle. In turn, the Planning P can drive the development of SITREPs through the SECC Incident Support Plan (ISP) development process. When using community lifelines, SECC ISPs are developed through analysis of impacts to all seven community lifelines, the establishment of stabilization targets for all impacted community lifelines, and the defining response activities that result in meeting stabilization targets.

Additional information can be found in the *Community Lifelines Implementation Toolkit* and the *FEMA Incident Stabilization Guide*.

Day-to-Day Monitoring

The Montana Disaster and Emergency Services Division (MT DES) maintains “situational awareness” by monitoring a wide array of websites, media outlets and communications systems for information concerning conditions and situations that may constitute a potential threat to the life, property and/or environment of Montana’s citizens. MT DES is particularly vigilant in identifying those conditions and threats having the potential to exceed local government’s capability to respond to and/or manage. Information gathered by MT DES is shared with County, Tribal, State and Federal authorities as appropriate.

Incident Response

During incidents, officials must continuously assess the situation to determine courses of action and their ability to respond to, recover from and mitigate impacts from an emergency or disaster situation. To save lives and protect property, basic information describing any incident needs to be obtained to maintain situational awareness.

To facilitate situational awareness and help develop a “*Common Operating Picture*”, the SECC will develop an *Incident Collection Plan* that identifies key types of information.

Critical Information Requirements (CIRs)

Critical Information Requirements (CIRs) (*sometimes referred to as Commander’s Critical Information Requirements (CCIRs)*) are pieces of information that require immediate notification to the DES Administrator and higher (e.g. TAG, Governor’s Office). CIRs often require “Policy Group”-level action or guidance. Examples may include, but are not limited to:

1. Serious injury or fatality of any Division, Department, or State Employee;
2. Any accident, damage, or crime involving state-owned vehicles, equipment, or facilities;
3. Significant or catastrophic damage or loss to a Community Lifeline sector;
4. Any Mass Casualty or Mass Fatality incident;
5. Major hazardous materials incident affecting a large population or causing significant environmental damage or impacts;
6. Any incident requiring evacuation of dozens of homes or people

Priority Information Requirements (PIRs)

Priority Information Requirements (PIRs) are the SECC’s highest-priority information needs—the specific “must-know” questions that drive incident support decisions, resource allocation, and public messaging. PIRs are framed around Community Lifelines and key incident objectives and ask clear, time-bound questions that, once answered, enable the SECC Manager and Section Chiefs to make or adjust major decisions (for example, “What is the current number of customers without power by county and what is the estimated time of restoration?” or “How many residents are displaced and where are spontaneous shelter locations?”). Approved PIRs provide the foundation for formal information management by driving the Information Collection Plan (ICP), Requests for Information (RFIs), analytical work in the Situational Awareness Unit, and the content of SitReps and the Incident Support Plan (ISP), rather than collecting general or ad-hoc data.

Essential Elements of Information (EEl)s

Essential Elements of Information (EEl)s are the specific data points or observable details that must be collected to answer each PIR. EEl)s break a PIR into practical collection tasks—such as “number and location of people in shelters,” “status of critical facilities on backup power and remaining fuel hours,” or “operational status of major roads and bridges”—and are organized by lifeline components (e.g., food/water/shelter, health/medical, energy, transportation). EEl)s are used in the ICP and in SECC collection tools to assign tasks to information sources, track responses, and ensure that PIRs are fully answered and closed; detailed EEI examples and lifeline-based PIR tables are maintained in the SECC PIR and ICP Process document, the Lifeline PIRs reference, the PIR/ICP workbook, and related training materials.

Situation Reports (SITREPs)

An initial “Spot Report” is often used to alert state officials that an incident has occurred that may negatively impact a community/region and/or may lead to a request for state assistance. Partner agencies and stakeholders rely on the initial situation report to provide accurate and timely information to initiate coordination of any assistance supporting local/tribal government response should it become necessary. Depending on the duration or nature of the incident, subsequent situation reports or updates may need to be disseminated.

CORE is the primary system for entering, tracking, storing, and sharing SECC incident information, resource actions, and operational documentation. SECC staff will use CORE to support incident reporting, situation updates, resource requests, plan products, and other operational records as directed by the SECC Manager and section leadership.

When practical, time-sensitive information should be entered in CORE as the system of record and then reinforced through verbal notification when immediate action or awareness is required. If CORE is unavailable or degraded, staff will use established backup procedures and manual records until normal system access is restored.

When to Issue:

Immediately after the emergency/disaster event has occurred or when an emergency/disaster is imminent. Upon identification of an emergency/disaster situation, the local/tribal Emergency Manager, or designee, should provide immediate notification to the DES Duty Officer. The initial contact may be given verbally; however, a timely follow-up report will be expected when possible.

What Information to Provide:

Information gathered in the situational awareness process should be clear, concise, and specific and include:

- What happened or is happening?
- Current or potential impacts to public health & safety, residences, businesses, critical infrastructure,
- Evacuations, shelters, volunteer agency actions, local declarations,
- Major issues/concerns,

If follow-up situation reports are issued, Emergency Managers should update their original report in CORE.

Whom to Contact:

The initial situation report should be submitted via phone call to the DES Duty Officer. Reports given verbally should be followed up with a situation report submitted via CORE as soon as possible. All subsequent situation reports should be submitted/disseminated as the incident dictates.

Final Situation Report:

Emergency Managers who feel further updates are unnecessary should indicate “Final Situation Report” in their CORE entry. If the situation escalates after the “Final Situation Report” is submitted and an update needs to be issued; update the same CORE entry to ensure proper incident tracking.

In order to be proactive in emergency/disaster event reporting, Emergency Managers are encouraged to report information to the DES Duty Officer prior to DES requesting this information. During an ongoing emergency/disaster it is recommended that an update report be submitted to DES via CORE

each morning and afternoon. State and federal agencies depend on these reports to provide a clear picture of the developing incident, and the reports enhance their ability to prepare and respond to any assistance requests.

Note: *If transmitting a time-sensitive situation report outside of normal working hours, follow up notification to the DES Duty Officer by telephone is prudent.*

Rapid Needs Assessment (RNA)

The RNA provides an initial assessment on type and extent of damages and associated impacts sustained by the community. The RNA seeks to determine the scope of disaster. It is a quick yet systematic effort, based on established Critical Information Requirements (CIRs), seeking to establish and/or enhance a Common Operating Picture (COP) among local/tribal and state officials. This COP helps determine if, and to what extent, state and/or federal assistance is warranted and should be submitted via CORE.

The RNA is often used to determine if the Governor should 1) request a Presidential Emergency Declaration and/or 2) direct preparation of a PDA, and 3) request a Presidential Disaster Declaration. Depending on the magnitude of the event, the RNA can be conducted by local/tribal officials, state RNA teams, or joint federal/state RNA or disaster assessment teams.

The RNA should include the following PIRs:

- Deaths
- Injuries
- Further risks to life, safety, and health
- Medical resources and needs
- Mass care
- Damage to public infrastructure
- Status of lifeline services
- Fire, search and rescue
- Hazardous materials
- Number of people impacted
- Number of individuals with functional and access needs
- Evacuation concerns
- Damage to homes and businesses
- Utility outages and estimated time to restoration
- Available housing resources

Common Operating Picture (COP)

A COP may be achieved through the following:

- Various SECC products/reports (e.g. SitReps, ISPs, Information Requirements Update, Senior Leader Update, etc.).
- Incident Summaries/SitReps- typically issued once daily. Frequency, however, will be dependent upon incident activity. It is imperative agencies provide information to the SECC

regarding protection, response and recovery activities to ensure a comprehensive, accurate COP. Supporting Agencies/ESFs will be requested to review their portions of the Incident Summary products prior to issuance.

- Incident Support Plans (ISPs)- used as a management tool to ensure Incident Objectives are being accomplished. ISPs are issued once each Ops-Period and posted to CORE.
- *Hazard Summaries* may be used to ensure all agencies are making decisions off of the same hazard data, information, and intelligence. They will be issued and updated as required by the Information Management Section.
- Command and General Staff briefings are also used to enhance COP.

Operational Briefings

Operational Briefings will be held in the SECC or virtually and will be limited to Key SECC staff representatives from each of the key state/federal response agencies (for in-person briefings). The SECC IM/Planning Chief will schedule meetings and provide meeting details as appropriate.

Key personnel in attendance at the briefing will be expected to back-brief their staff or agency as necessary. To help ensure accuracy of briefing summaries each agency is requested to provide a copy of their notes to the SECC Information Management Section. Meetings may also be recorded. The IM/Plans Section will determine the schedule for the briefings and include them on the ISM 230 form in the ISP.

SECC Information Sharing & Communications Procedures

The SECC will use standardized information sharing and coordination procedures to maintain timely, accurate, and disciplined two-way communication with local and tribal ICPs, EOCs, state agencies, and other partners during incidents. These procedures define how incident notifications, situation updates, Priority Information Requirements, resource requests, briefing products, and other operational information are shared with and through the SECC, establish CORE as the primary system of record, and distinguish operational coordination from separate PIO-led public information activities. Detailed procedures are provided in [Appendix D-10](#).

Incident Support Planning in the SECC

During emergency operations, two distinct but complementary planning documents guide the response: the **Incident Action Plan (IAP)** and the **Incident Support Plan (ISP)**. Understanding their unique functions and origins is critical for effective incident management.

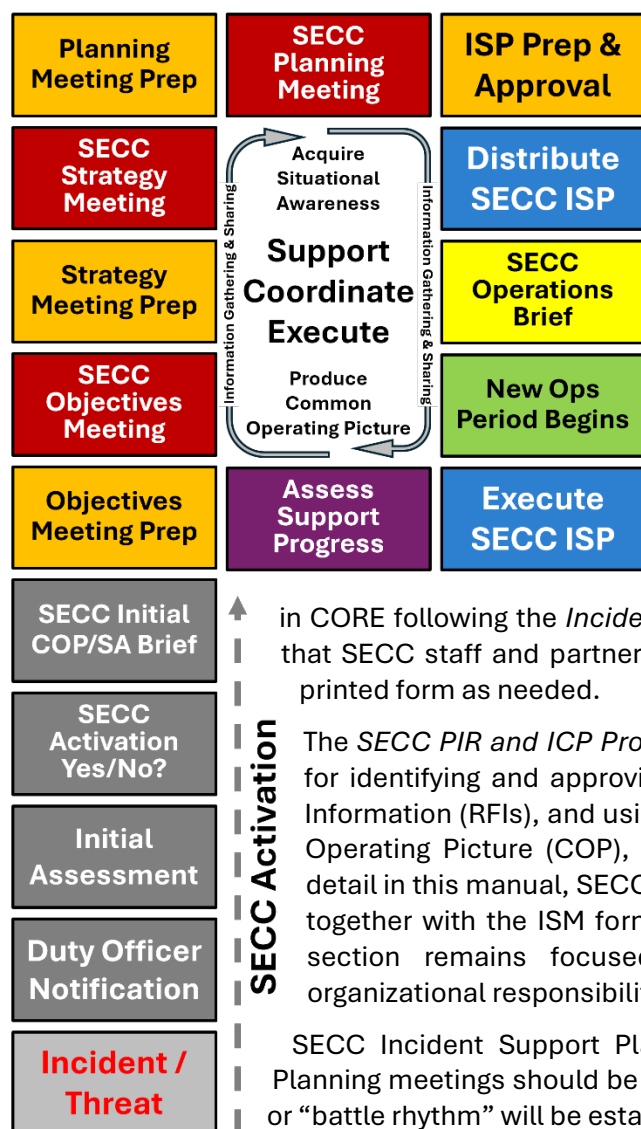
The **Incident Action Plan (IAP)** is developed at the **Incident Command Post (ICP)**, the on-scene operational hub for direct incident management. The IAP serves as the tactical directives for a specific operational period, typically 12 to 24 hours. Its primary focus is on detailed, short-term objectives and actions pertaining to direct incident control and mitigation efforts. This plan specifies the operational tasks, resource assignments, and safety considerations for incident response personnel (e.g., fire suppression, law enforcement, emergency medical services) directly engaged at the incident scene.

Conversely, the **Incident Support Plan (ISP)** originates from the local or State **Emergency Operations Center (EOC)**, which operates as the strategic coordination and resource management facility, separate from the immediate incident site(s). The **ISP** does not direct on-scene tactics;

instead, it focuses on overarching support objectives, sustained resource coordination, and multi-agency integration needed to enable incident commanders to execute their Incident Action Plans. In the SECC context, the ISP functions as a “support contract” with local, tribal, state, and federal partners by documenting what assistance the SECC will provide, how that support will be prioritized, and how it will be delivered and managed over the operational period. This support-focused plan provides the logistical backbone and coordination framework that allows on-scene operations, as articulated in IAPs, to be effectively executed and sustained over time.

The MT DES SECC uses a customized Planning P process to build this ISP and align SECC support activities with incident needs and community lifeline stabilization targets for each operational period. The Planning P establishes a repeatable rhythm of assessment, objectives development, coordination, and briefing, and its primary SECC product is the ISP, which captures the SECC’s agreed-upon support commitments to its partners for the upcoming operational period.

The Information Management Section, through the Situational Awareness Unit and Planning Support Unit, leads the SECC Planning P steps in coordination with the SECC Manager, Resource Support Section, Recovery Section, and agency representatives. Using community lifelines, Priority Information Requirements (PIRs), and an Information Collection Plan (ICP), these units gather and analyze incident information, develop and update SECC support objectives, and prepare decision-support products that feed directly into the ISP and Situation Reports (SitReps).



The ISP itself is compiled using the SECC ISM forms package (ISP Cover Sheet, ISM 201 Incident Summary, ISM 202 Goals and Objectives, ISM 203 Organization Assignment List, ISM 204 Section Assignment List, ISM 205A Incident Communications Plan, ISM 207 Organization Chart, ISM 230 Daily Meeting Schedule, and ICS 214 Activity Logs).

The Planning Support Unit Leader designates a small team to update these forms for each operational period, ensuring consistency of incident name, operational period dates and times, and alignment with current objectives, resource status, and communications requirements. Once the forms are updated, they are compiled into a single PDF and stored

in CORE following the *Incident Support Plan Process* guidance document so that SECC staff and partners can access the final ISP electronically and in printed form as needed.

The *SECC PIR and ICP Process* document provides the standard workflow for identifying and approving PIRs, building the ICP, issuing Requests for Information (RFIs), and using incoming information to update the Common Operating Picture (COP), ISP, and SitReps. Rather than duplicating that detail in this manual, SECC staff will use the PIR/ICP and ISP Process tools, together with the ISM forms, to carry out the Planning P steps while this section remains focused on defining the purpose, products, and organizational responsibilities of SECC incident support planning

SECC Incident Support Plans should be concise, and Incident Support Planning meetings should be brief. To assist with this, a structured Ops Cycle or “battle rhythm” will be established.

SECC Operational Cycle/Daily Response Rhythm

For each operational period, the SECC uses the ISM 230-SECC Daily Meeting Schedule to sequence key Planning P meetings, including Objectives and Strategy discussions, planning meetings, SECC operations briefings, and partner synchronization briefings. The detailed meeting schedule, roles, and times are maintained in the ISM 230 tool and may be adjusted based on incident conditions, activation level, and operational tempo. Staff should consult the current ISM 230-SECC schedule and related guidance in CORE rather than relying on static times in this manual.

The Operational Cycle/Daily Response Rhythm may be modified during the incident based on incident parameters and/or at the discretion of the SECC Manager. Supporting Agencies will be responsible for ensuring the appropriate level of staffing/availability based on the incident needs.

SAMPLE SECC Operational Schedule (ICS 230)	
TIME	ACTION
0700	Shift Change Briefing/ New Operational Period begins - Overnight staff provides informal briefing to day shift staff - Section Chiefs review the current ISP with staff
0800	State Operations Briefing - Information Briefing/ Hazards Summary Distribution (If published) - Policy, Command and General Staff Section Briefings - Subordinate element Briefings (w/in assigned section; agencies brief base on where assigned)
After Ops Brief	SECC Objectives Meeting - State (and federal if present) Unified Command and all Section Chiefs review status of current goals, objectives and tasks assigned - Revise/change as needed and finalize incident objectives for the upcoming O-Period - Discuss potential objectives for the next 1-2 O-Periods past the upcoming one
NLT 1000	Distribute approved incident objectives for the upcoming operational period - SA Unit begins preparation of the Incident Collection Plan? - Plans Unit develops/updates the ISP?
NLT 1200	ISP updates due
1230	Planning Meeting - Review any ISP updates - Initial meetings face-to-face. May convert to virtual once response rhythm fully established
1330	SECC Staff Update Briefing/Crosstalk; dependent upon op-tempo
Ongoing	Information and Intelligence Updates
Ongoing	Contingency Planning Activities
Ongoing	Status monitoring of ISM 202 tasks for current O-Period
NLT 1600	Publish State Incident Summary (SitRep) *Typically issued once daily, but will be dependent upon op-tempo
NLT 1700	ISP Final Approval Meeting Finalize State ISP for the upcoming operational period with key SECC Staff
NLT 1800	Publish the State ISP; post to CORE
1900	Shift Change Briefing - Day staff provides informal briefing to overnight shift staff - Section Chiefs review the status of current State ISP with staff
1900-0700	Overnight Operations: - Information Management and Resource Support Sections monitor activity. - Resource Support Section tracks and updates status of Requests for Assistance. - Situation Awareness Unit develops a summary of overnight activity and distributes to day shift Resource Support and Information Management Section Chiefs by 0700 with the Shift Change Brief

Resource Management ²⁰

Goals & Objectives

The resource management program for the SECC focuses on organizing and effectively deploying resources to support impacted jurisdictions during emergencies.

Goals

1. **Efficient Resource Allocation:** Ensure that resources (personnel, equipment, facilities, supplies) are available, deployed, and utilized efficiently to support emergency response and recovery operations.
2. **Rapid Response and Recovery:** Enable a swift and coordinated response to minimize the impact of incidents and support quick recovery efforts.
3. **Sustainability of Operations:** Maintain an adequate supply of resources to sustain prolonged operations without interruptions.
4. **Interagency Coordination:** Promote coordinated resource-sharing and interoperability among various agencies and stakeholders.
5. **Minimizing Waste and Duplication:** Prevent unnecessary use of resources by prioritizing needs and optimizing allocations.

Objectives

1. **Inventory Management:** Maintain up-to-date inventories of all critical resources, including equipment, facilities, personnel, and supply chains, for quick access during incidents.
2. **Resource Tracking:** Implement systems to track resources in real-time to monitor their location, usage, and status throughout the emergency.
3. **Needs Assessment and Prioritization:** Establish protocols to assess resource needs, prioritize requests, and allocate resources based on the urgency and severity.

Resource Management System

MT DES utilizes *CORE* to facilitate the resource management process from start to finish²¹. *CORE* provides the following capabilities:

1. **Resource Identification** – resources can be identified in the “Available Resources” tab on the Resources Dashboard and selected for mobilization.
2. **Location** – Some resources, like heavy equipment, Command Post Vehicles, Drones/Pilots, Starlinks, are forward-deployed throughout the State. *CORE* gives the user the ability to see where resources are located on the map and select the one closest to where resources are needed.
3. **Acquisition** – Resources can be ordered directly from the *CORE* platform. If there are not enough resources in current inventory (e.g. N95 masks) a request for emergency acquisition can be generated and sent directly to the SECC Resource Support Section.

²⁰ EMAP 4.7.1 – Resource management plan

²¹ EMAP 4.7.6 – Resource management system procedures

4. **Mobilization** – Once an order has been made, it is reviewed and approved by the SECC Resource Support Section. If approved, a mobilization date and estimated time of arrival will be sent back to the requestor.
5. **Distribution** – for supplies/commodities, the SECC Resource Support Section will work with the requestor to identify strategies for distribution. (For more information, see the *Distribution Management Plan* under separate cover).
6. **Tracking** – All resources ordered through CORE are given a unique order number that tracks both the order itself and the resources through fulfillment. Expendable resources are removed from inventory and a resupply request is forward to the SECC Warehouse Manager. Non-expendable resources are given a “return by” date and tracked in the RMS until they are demobilized and returned to the Warehouse or their assigned duty station.
7. **Demobilization** – Non-expendable resources (and personnel) are demobilized in accordance with the use agreement between the requesting jurisdiction and DES. Once they have been inspected and rehabbed as required, they will be returned to inventory and marked as “deployable” as appropriate.

Gap Analysis²²:

As outlined in the [Hazards Prompting Activation](#) section earlier in this document, there are a variety of situations that may prompt the need for the SECC to support local efforts.

It should be noted that in Montana, all events or incidents are owned locally. The State, or federal government, does not take ownership or responsibility for the vast majority of incidents with a few notable exceptions (e.g. wildfire on state/federal lands, terrorism incidents under the jurisdiction of the FBI).

Should an event or incident grow to exceed local/tribal capability, local/tribal jurisdictions or response entities have the responsibility to exercise mutual aid agreements and/or contracts for private sector resources to augment local/tribal response. The tribe, city, county, or both need to declare an emergency or disaster when mutual aid and private resources can no longer meet needed capability. The declaration is the catalyst that should activate the EOC and Local/tribal Emergency Operations Plan (LEOP), which allows access to local/tribal emergency funds. When the incident extends beyond local/tribal capability, the SECC may be requested to support local/tribal requirements²³.

It is the local/tribal emergency manager’s (EMs) responsibility to review and update the LEOP in conjunction with functional and task coordinators. The plans should address logistics/resource management and staffing options; to include pre-identification of personnel (local/tribal government/agency staff, volunteers, Community Emergency Response Team – CERT – members, etc.) willing to staff the Resource Support section and help locate resources. It is incumbent upon local/tribal jurisdictions to identify potential resource gaps and pre-identify and leverage local/tribal government and private sector resources. Private sector resource identification should be limited to the immediate area or county.

Responsibility lies with the local/tribal jurisdiction to contact vendors, suppliers, or human resources based upon specific need and procure or contact for the necessary assets. Local/tribal

²² EMAP 4.7.2 – Gap analysis

²³ EMAP 4.7.3 – Addressing needs/shortfalls via budget, exec processes, mutual aid, contracts

jurisdictions are expected to procure necessary resources based on anticipated need and not rely initially or solely on state and federal resources.

As an incident unfolds and escalates and local/tribal declarations are issued, local EOCs should be activated and staffed appropriately to coordinate response. It is essential to require the local/tribal Resource Support Section to locate and help broker resources in support of the local/tribal Incident/Unified Command (IC/UC). There is an expectation that tribes, counties, and cities not only pre-identify personnel from key departments or volunteers to staff the EOC but maintain readiness through proper training.

When state assets are not available, the SECC team can procure goods and services required for emergency response and recovery. The SECC team has prior authorization to enter into contractual agreements absent a competitive bidding process.

Requests for Assistance

As a rule, local/tribal government-to-local/tribal government requests for assistance (mutual aid) will not be handled by the SECC. In rare circumstances the SECC has coordinated some of them, but our policy is, and will continue to be, for local/tribal governments to call directly on each other for equipment and services if possible.

It is the responsibility of the assisting jurisdiction to document deployment of their resources to the requesting jurisdiction as well as agreed upon terms (i.e., reimbursement, transportation, etc.). This can be accomplished for tracking and reimbursement purposes through a CORE Event/Position Log entry and does not require a tasking, approval, or mission number from the SECC.

Once local resources, to include mutual aid and the private sector, have been exhausted the local emergency manager, in cooperation with the Incident Commander, will coordinate requests for assistance with the SECC using CORE. The SECC Resource Support Section will then coordinate with private, state, and federal agencies to identify available resources and task them accordingly in coordination with the SECC Operations Section. To facilitate this, the SECC has access to a variety of mutual aid agreements²⁴, state contractual service agreements²⁵ and procurement processes. MT DES also maintains a small inventory of useful warehouse items (wildland fire and healthcare PPE, emergency generators) that may be given or loaned to assist²⁶.

Requests for federal assistance outside of initial mutual aid agreements must be coordinated through the SECC. Federal resources deployed within the state will remain under the operational control of the state. Requests for state and federal aviation resources must be made through the SECC. If stood up, the SECC will coordinate with the MDT Aviation Bureau and/or the NGJOC as appropriate for resourcing.

Intra-Agency Support

State agencies requiring resources not readily available through their agencies, local incident command system or private contractors, should contact the SECC. Subordinate EOCs do not have tasking authority of other state agencies. All requests for state agency resources, even if agreements are in place, should come through the SECC to ensure situational awareness of state agency

²⁴ EMAP 4.7.3 – Additional supporting documentation (e.g., detailed resource gap analysis products) is maintained separately and available upon request.

²⁵ EMAP 4.7.4 – Supporting records (e.g., procurement contracts and statewide agreements) are maintained by State Procurement and MT DES

²⁶ A full inventory of items available through the DES Warehouse is maintained in CORE under the “Stockpile” tab as supporting evidence for EMAP 4.7.5.

resource status. If requested state agency resources are unavailable, agencies will be expected to contract for necessary services/items.

MT National Guard (MTNG)

MTNG resources may be used to augment local response when local, tribal, state, and private sector resources are unavailable, or response time is inadequate. The MTNG is a state resource and requests for assistance must be coordinated through the SECC, not directly through local NG units. MTNG resources may come with a monetary cost.

Emergency Management Assistance Compact (EMAC) and Northern Emergency Management Assistance Compact (NEMAC)

In the event resources are required from outside the affected area to augment local and state resources and a Governor's Declaration is in place, EMAC may be used to request assistance from other states. EMAC requests will be coordinated through the SECC Resource Support Section utilizing the EMAC EOS system and depending on the magnitude of the event, an EMAC A-Team may be requested.

In the event resources are required from outside the affected area to augment local and state resources, NEMAC may be used to request assistance from other signatory states and Canadian Provinces. NEMAC requests will be coordinated through the SECC Resource Support Sections and does NOT need a Governor's Declaration.

US Army Corps of Engineers (USACE)

USACE assistance is strictly for protection of public facilities/infrastructure. State, tribal and local jurisdictions must commit all available resources as a general condition of USACE assistance. Requests for USACE assistance must be made through local and county chains of command to the MT DES who will validate then forward the request to the USACE and serve as the direct conduit to the USACE. The state will assist tribal jurisdictions with USACE requests, but they may also ask for assistance directly to the USACE.

FEMA Region VIII Support

MT DES will coordinate preparedness activities and concerns with FEMA Region VIII through the FEMA integration team (FIT) lead via phone, email and CORE. Additional in-state FEMA presence will be determined in conjunction with MT DES and FEMA. Initially a FEMA LNO may be requested to staff the SECC for situational awareness purposes, and to integrate MT and FEMA concepts of operations as closely as possible prior to the event. In the event the situation escalates requiring FEMA Incident Management Assistance Team (IMAT) representation in the SECC and a more robust federal response, state/federal coordination will occur.

FEMA Mission Assignment (MA)

Upon receipt of a Presidential Disaster Declaration, in order to maintain or obtain a federal resource/capability the State must submit a Resource Request Form (RRF) and there must be an approved Mission Assignment (MA) in order for the federal agency to get reimbursed under the declaration. Expenses incurred prior to the date of the Presidential Disaster Declaration are ineligible. A Federal agency offering/providing assistance without a Presidential Disaster Declaration is operating under its own authority. Necessary RRFs will be generated in the SECC and then approved and signed by the State Coordinating Officer (SCO) or designee.

Critical Transportation

Ground

Agencies will support transportation needs through agency vehicles resources or MDT Motor Pool. Rental vehicles may be secured as a last resource. Should inter-agency or disaster reimbursement for rentals be desired, approval of the SECC Resource Support Section Chief or their designee is required beforehand. This approval should be sought via a CORE Request for Assistance.

Air

All air transportation requests using aircraft not belonging to a requesting agency will be made through a CORE Request for Assistance. The SECC and/or the JOC (Joint Operations Center) will vet and approve aviation requests, and if approved coordinate with an appropriate aviation resource provider. Ground transportation to/from airports of arrival/departure remains the responsibility of the requesting agency.

Truck

State agencies needing to move large quantities of supplies or equipment to disaster areas via over the road trucking should first attempt to coordinate movement via internal assets. Should these not be available or appropriate to the assigned mission or travel environment, contact the SECC for help to secure a resource. Contract line haul may be secured as a last resource. Should reimbursement for contract trucking be desired, approval of the SECC Resource Support Section Chief or their designee is required beforehand. This approval should be sought via a CORE Request for Assistance.

Rail

State agencies needing to move large quantities of supplies or equipment to disaster areas via rail will need to coordinate such movement through the SECC Resource Support Section Chief or their designee.

Inventory Management

All resources and/or equipment under the control or ownership of MT DES will be maintained and tested in accordance with their individual certifications or recommended maintenance procedures as outlined in the equipment manual. At a minimum, all equipment will be tested annually.

For healthcare PPE, stock will be inventoried and rotated on an annual basis with expiring, or near to expiring products being distributed to NGO partners and replacement supplies purchased or identified in partner warehouses (e.g. Intermountain Healthcare System warehouse network) for rapid acquisition as needed²⁷.

Volunteer & Donations Management

The SECC Resource Support Section does not manage volunteers or donations²⁸. These operations (for both solicited and unsolicited people and/or funds and goods) are handled at the local jurisdictional level, usually by non-governmental organizations (NGOs) like Red Cross or Salvation Army. Some jurisdictions in Montana have a local coalition called a “COAD” (Community Organizations Active in Disasters) or similar group. If the incident spans multiple jurisdictions and/or is more than local NGOs can handle, Montana has a State VOAD (Volunteer Organizations Active in

²⁷ EMAP 4.7.5 – Procedures to store, maintain, test resources

²⁸ EMAP 4.7.1 & 4.7.7

Disasters) that may step in to assist. In Montana, coordination with NGOs to manage volunteer and/or donations usually falls under the ESF 6 (Mass Care) function, which is led by MTDPHHS. If the operations are beyond the scope of the local jurisdictions or coalitions to manage, the ESF 6 functions as well as the Volunteer & Donations management efforts may be coordinated with support from the SECC at the State Level. However, neither MT DES nor the SECC will take the lead.

Response-to-Recovery Transition

Recovery activities begin during response, not after it, and the SECC will integrate Recovery Section staff into operations as soon as significant infrastructure, housing, economic, or mass-care impacts are identified. During Enhanced Monitoring, Recovery personnel may provide a “heads-up” and early advisory support, but formal Recovery Section activation generally occurs when the SECC moves to Partial Activation for an incident of significance, local or tribal emergency or disaster declarations are issued, or initial damage reports indicate likely need for state or federal recovery programs such as Public Assistance, Individual Assistance, or mitigation.

The transition from response-driven operations to recovery-driven operations is managed by the SECC Manager, in consultation with Section Chiefs and Recovery leadership, and is reflected in changes to SECC Incident Support Plan (ISP) objectives and priorities. As life safety and immediate stabilization objectives are largely met, Recovery Section objectives and work packages—such as long-term housing, infrastructure restoration, debris management, and economic recovery—become primary drivers in the ISP, and selected response-era tasks are formally handed off to Recovery Section for ongoing management. Recovery Section staff will coordinate with ESF partners and local jurisdictions to ensure that damage assessment data, declarations, and program decisions are aligned, and that the SECC’s support commitments in the ISP reflect the evolving recovery focus.

Public Information

Joint Information System – The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis. It includes the plans, protocols, and a structure used to provide information to the public during incident operations and encompasses all public information operations related to an incident, including all Federal, State, local, tribal, and private organization PIOs, staff, and JICs established to support an incident. Key elements include the following:

- Interagency coordination and integration
- Developing and delivering coordinated messages
- Support for decision-makers
- Flexibility, modularity, and adaptability

Joint Information Center – A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can gather to perform critical emergency information, crisis communications, information coordination, and public affairs functions. It is important for the JIC to have the most current and accurate information regarding incident management activities at all times. The JIC provides the organizational structure for coordinating and disseminating official information. JICs may be established at each level of incident management, as required. Note the following:

- The JIC should include input from representatives of each affected jurisdiction, agency, private sector, and non-governmental organizations involved in incident management activities.
- A single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations or virtual JICs when the circumstances of an incident require. Multiple JICs may be needed for a complex incident spanning a wide geographic area or multiple jurisdictions.
- Each JIC must have procedures and protocols to communicate and coordinate effectively with other JICs, as well as with other appropriate components of the ICS organization (See Attachment III).

After Action Review

It is imperative for agencies to note best practices as well as improvements to enhance future response. Agencies are encouraged to note improvements and sustainment's throughout the event. Agencies will be asked to complete a written after-action summary of agency preparedness, response, and recovery activities. Additionally, an after-action meeting will be held with responding agencies shortly after the transition from response to recovery operations²⁹.

SECC Access Procedures

Access to the State Emergency Coordination Center (SECC) will be controlled during activations. The Resource Support Section will provide access badges to approved personnel requiring access to the building outside normal business hours. Generic badges will be developed in advance and will reside with the SECC Resource Support Section Chief to check out and track.

State and federal agency personnel staffing the SECC will be required to sign in and out when entering/exiting the SECC. The Resource Support Section should be notified of individual's reporting to the SECC for staffing. If the individual is not on the roster, he/she will not be allowed access to the SECC without approval from the SECC Resource Support Section Chief.

- Checking in and out of the State Emergency Coordination Center (SECC) will be accomplished by using a sign in/out process at the main entrance to the SECC.
- The Resource Support Section will be responsible for verifying that all individuals working in the SECC receive or have a badge for the SECC.
 - The Resource Support Section will issue generic SECC badges to any personnel not already having a pre-issued one that needs access to the SECC during normal business hours.
 - The Safety Officer will provide a safety orientation briefing prior to bringing them to the Resource Support Section.
 - The Resource Support Section will provide the individual with a SECC Check-In Checklist and show them to their workstation.
- If an individual needs 24/7 unattended access Resource Support will validate need with the Resource Support Section Chief and then coordinate with MT DES IT Staff to get an ID with a picture on it.

²⁹ EMAP 4.6.6 – Maintenance process for incident management procedures & EMAP 4.7.8

- Safety and Resource Support will keep track of the individuals who are issued a generic SECC ID Card and provide a copy of the list to the Fort Harrison Security for front gate access purposes.

Meals

Upon activation of the Resource Support Section, meals will be provided to those staffing the SECC when the operations tempo is such that people are unable to leave the SECC. People will be required to sign in during each meal and identify if they will be needing meals the next day. Meals will be served in the SECC breakroom and access will be controlled.

After-Hours Contact

DES employees are all issued a T-Mobile “Priority” cell phone. To facilitate staff recall after hours, each section supervisor has created “text groups” that can be rapidly messaged to provide instructions to either standby or respond. The SECC Manager will determine the need for additional staff and can reach out the appropriate Section Supervisor to initiate a recall. Additionally, the State employee notification system (Everbridge) may be used if a wider notification is needed (e.g. to all ESF partners). Everbridge “notification and warning” processes are outlined in the Everbridge SOP which is a separate document. ESF partners contact information can be found in [Appendix C](#).

Information Technology Support

Agencies Staffing the SECC are required to bring necessary equipment (i.e., laptop, webcam, etc.) needed to perform their mission. Agency personnel should coordinate with DMAIT staff assigned to the SECC to test equipment prior to the event to ensure connectivity. DMAIT staff should be available during the incident to provide IT support to state agencies staffing the SECC.

Access and Functional Needs

The SECC will consider access and functional needs throughout incident support operations, including situational awareness, planning, information products, public information coordination, and resource support. Information collection and reporting should identify impacts to people who may have limited mobility, transportation dependency, communication barriers, medical equipment dependency, language access needs, or other circumstances that affect their ability to access services and support.

When gathering and analyzing incident information, SECC staff will include access and functional needs impacts as part of Community Lifelines, PIRs, EEIs, RNA, SitReps, and the Incident Support Plan as appropriate. When an incident affects populations with access and functional needs, the SECC will coordinate with appropriate state, local, tribal, federal, voluntary, and partner agencies to support accessible communication, response prioritization, and recovery planning.

SECC products and briefings should be written and formatted to support broad usability, including plain language where practical and accessible distribution methods when required

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Appendix A: Glossary of ICS Terms

Access and Functional Needs: Individual circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual's ability to take action in an emergency.

Agency: A government element with a specific function offering a particular kind of assistance.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction.

Agency Representative: A person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or non-governmental or private organization, who has authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with that agency's leadership.

Analyst: An *Analyst* is a position responsible for the **collection, examination, and interpretation** of raw data or complex information within a defined functional area (e.g., hazards, media, community lifelines). The Analyst's primary duty is to filter and synthesize this data, transforming it into clear, understandable insights or actionable intelligence that inform strategic decision-making. Operating above a general assistant but below a highly technical specialist, the Analyst serves as a critical bridge, ensuring that information is processed and delivered to the organization's situational awareness and planning functions. They are focused on content output rather than the process management of a *Coordinator*.

Area Command: An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations. See *Unified Area Command*.

Assigned Resource: A resource that has been checked in and assigned work tasks on an incident.

Assignment: A task given to a person or team to perform based on operational objectives defined in the IAP.

Assistant: A title for subordinates of principal Command Staff and SECC Manager's staff positions. The title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Authority Having Jurisdiction: An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police, fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT).

Available Resource: A resource assigned to an incident, checked in, and available for assignment.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and permit access to incident sites. See *Credentialing*.

Base: See Incident Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations

Coordination Section, and between the section and units in the Logistics Section. Branches are identified by Roman numerals or by functional area.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certification: The process of authoritatively attesting that individuals meet qualifications established for key incident management functions and are, therefore, qualified for specific positions.

Chain of Command: The orderly line of authority within the ranks of incident management organizations.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Commander or Unified Command's established procedures.

Chief: The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance.

Clear Text: Communication that does not use codes, including 10-codes. See Plain Language.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants as necessary. Additional positions may be needed, depending on the incident.

Community Lifelines: *Community Lifelines* are a framework, established by FEMA, that represents the **eight critical governmental and private-sector functions** that must be continuously supported, maintained, and rapidly restored during and after a disaster. They are fundamental to stabilizing the community, saving lives, meeting basic human needs, and protecting property. The primary goal of ECC operations is to monitor and support the stabilization of these lifelines to minimize cascading failures.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To exchange information systematically among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

Coordinator: A position primarily responsible for integration, process management, and alignment between multiple entities. A Coordinator's main duty is to manage communication channels, harmonize activities, prevent duplication of effort, and facilitate the timely exchange of information between different organizational components (e.g., internal SECC sections, external agencies, local jurisdictions, or private sector partners). The focus is on linking people and processes to achieve shared strategic and operational objectives.

Core Capability: An element defined in the National Preparedness Goal as necessary to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

Credentialing: Providing documentation that identifies personnel and authenticates and verifies their qualification for a particular position. See Badging.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement that the agency executive delegating authority and assigning responsibility provides to the Incident Commander. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Departmental Operations Center: An operations or coordination center dedicated to a single, specific department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and/or physically represented in a combined agency SECC by an authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior, and, therefore, should be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, SECC Manager, General Staff, and branch directors.

Director: The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an SECC.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See *Group*.

Emergency: Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property.

Emergency Coordination Center (ECC): Similar to an EOC, the SECC focuses on the coordination of information and resources to support incident management (on-scene operations). Unlike EOCs, which may sometimes serve as both EOC and ICP, SECCs rarely manage incident operations.

Emergency Management Assistance Compact: A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Operations Center (EOC): The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Operations Plan: A plan for responding to a variety of potential hazards.

Emergency Support Function: The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

Essential Elements of Information: Important and standard information items, which support timely and informed decisions.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See *Planned Event*.

Federal: Of or pertaining to the Federal Government of the United States.

Finance/Admin Section: The ICS Section responsible for an incident's administrative and financial considerations.

General Staff: A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Coordination Section Chief, Planning Coordination Section Chief, Logistics Coordination Section Chief, Finance Section Chief.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See *Division*.

Hazard: Something potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, natural or manmade, that necessitates a response to protect life or property. In this document, the word "incident" includes planned events as well as emergencies and/or disasters of all kinds and sizes.

Incident Action Plan: An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

Incident Base: A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. (An incident name or other designator is added to the term *Base*.) The ICP may be co-located with the Incident Base.

Incident Command: The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command Post: The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System: A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

Incident Commander: The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations.

Incident Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

Incident Information Collection Plan (IICP): A key functional product, typically managed by the *Information Management Section*, that formally documents the strategy and methods the ECC will use to gather the intelligence needed for strategic decision-making. The IICP is a tactical document driven directly by the high-priority questions defined in the **Priority Information Requirements (PIRs)** and the **Essential Elements of Information (EElS)**. It specifies the necessary information, its sources (e.g., field reports, local EOCs, agency feeds, media analysis), the collection frequency, and the position responsible for its retrieval. Its purpose is to ensure that information collection is **focused, systematic, and targeted** to support the current **Incident Support Plan (ISP)**.

Incident Management: The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and non-governmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Assistance Team: A team of ICS-qualified personnel, configured according to ICS, that deploy in support of affected jurisdictions and/or on-scene personnel.

Incident Management Team: A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Incident Objective: A statement of an outcome to be accomplished or achieved. Incident objectives are used to select strategies and tactics. Incident objectives should be realistic, achievable, and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident Personnel: All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

Incident Support Model: The Incident Support Model (ISM) is the optimal, NIMS-compliant system specifically engineered for organizing the staff and operations of an Emergency Coordination Center (ECC). While the Incident Command System (ICS) is essential for on-scene tactical execution, the ISM is the superior model for *off-scene support, coordination, and strategic decision-making*.

Applying the rigid, top-down structure of ICS in an ECC often replicates field command functions, creating unnecessary bureaucracy and hindering the ECC's core mission: *information fusion* and *resource coordination*. The ISM, in contrast, provides a lean, functional structure organized around its necessary outputs: *Situational Awareness, Planning, Resource Support, and External Coordination*. This functional alignment maximizes the ECC's efficiency by streamlining the flow of intelligence and resources, ensuring the ECC provides a critical support advantage to the field response without attempting to command it.

Incident Support Plan (ISP): The **Incident Support Plan (ISP)** is the SECC's core operational document, detailing the **support objectives** established by the SECC Manager for the planned operational period (typically 12 to 24 hours). The ISP outlines precisely **how the SECC will support the Incident Action Plans (IAPs)** developed by on-scene Incident Commanders.

The ISP is better suited to an ECC than a traditional IAP because it reflects the ECC's support role rather than an operational one. The traditional IAP is **command-centric**, focusing on tactical objectives and the immediate operational execution of field resources. In contrast, the ISP is **support-centric**, focusing on the ECC's functions: delivering resources, providing strategic analysis, validating information, and managing long-term recovery efforts. By utilizing an ISP, the ECC avoids issuing confusing operational directives and instead clearly defines the support products and services it will provide to enable the success of the field IAPs.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Intelligence/Investigations Function: Efforts to determine the source or cause of the incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) in order to control its impact and/or help prevent the occurrence of similar incidents. In ICS, the function may be accomplished in the Planning Coordination Section, Operations Coordination Section, Command Staff, as a separate General Staff section, or in some combination of these locations.

Interoperability: The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both

public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

Joint Field Office: The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery.

Joint Information Center: A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC.

Joint Information System: A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

Jurisdiction: Jurisdiction has two definitions depending on the context:

- **A range or sphere of authority.** Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).
- **A political subdivision** (e.g., municipality, county, parish, state, Federal) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

Kind: As applied to incident resources, a class or group of items or people of the same nature or character or classified together because they have traits in common.

Leader: The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force.

Liaison Officer: A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; a tribe or authorized tribal entity, or in Alaska, a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The ICS Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach, fundamental to NIMS, that involves (1) establishing objectives, e.g., specific, measurable and realistic outcomes to be achieved; (2) identifying strategies, tactics, and tasks to achieve the objectives; (3) performing the tactics and tasks and measuring and documenting results in achieving the objectives; and (4) taking corrective action to modify strategies, tactics, and/or performance to achieve the objectives.

Manager: The individual within an ICS/ISM organizational unit assigned specific managerial responsibilities (e.g., Staging Area Manager, Camp Manager or Warehouse Manager).

Mission Area: One of five areas (Prevention, Protection, Mitigation, Response, and Recovery) designated in the National Preparedness Goal to group core capabilities.

Mitigation: The capabilities necessary to reduce the loss of life and property from natural and/or manmade disasters by lessening the impacts of disasters.

Mobilization: The processes and procedures for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

Multiagency Coordination Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

Multiagency Coordination System: An overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/policy groups, and JISs.

Mutual Aid Agreement or Assistance Agreement: A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, and/or after an incident.

National: Of a nationwide character, including the local, state, tribal, territorial, and Federal aspects of governance and policy.

National Incident Management System: A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

National Planning Frameworks: Guidance documents for each of the five preparedness mission areas that describe how the whole community works together to achieve the National Preparedness Goal. The Frameworks foster a shared understanding of roles and responsibilities, from the firehouse to the White House, and clarifies how the Nation coordinates, shares information, and works together—ultimately resulting in a more secure and resilient Nation.

National Preparedness: The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.

National Preparedness Goal: Doctrine describing what it means for the whole community to be prepared for the types of incidents that pose the greatest threat to the security of the Nation, including acts of terrorism and emergencies and disasters, regardless of cause. The goal itself is: “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

National Preparedness System: An organized process to achieve the National Preparedness Goal of a secure and resilient Nation.

National Response Coordination Center: A multi-agency coordination center located at FEMA Headquarters. Its staff coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation.

Nongovernmental Organization: A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations.

Normal Operations/Steady State: The activation level that describes routine monitoring of jurisdictional situation (no event or incident anticipated).

Officer: The ICS title for a member of the Command Staff authorized to make decisions and take action related to his/her area of responsibility.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths but are typically 12 to 24 hours.

Operational Security: The implementation of procedures and activities to protect sensitive or classified operations involving sources and methods of intelligence collection, investigative techniques, tactical actions, countersurveillance measures, counterintelligence methods, undercover officers, cooperating witnesses, and informants.

Operations Section: The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and/or groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, NGOs, and private sector entities.

Plain Language: Communication that the intended audience can understand and that meets the communicator's purpose. For the purpose of NIMS, plain language refers to a communication style that avoids or limits the use of codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency.

Planned Event (Event): An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade).

Planning Meeting: A meeting held, as needed, before and throughout an incident to select specific strategies and tactics for incident control operations and for service and support planning.

Planning Section: The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Position Qualifications: The minimum criteria necessary for individuals to fill a specific position.

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term "prevention" refers to preventing imminent threats.

Priority Information Requirements (PIRs): The specific, critical questions or intelligence needs of the SECC Manager and the senior policy group that, when answered, enable key strategic decisions regarding the incident. PIRs represent the essential, high-priority information that must be collected and analyzed immediately to guide the overall support effort. They focus the efforts of the *Information Management Section*—specifically the *Situational Awareness* and *Planning* functions—by defining what is most important to know right now. PIRs drive the entire intelligence cycle within the ECC, ensuring that staff time is spent gathering and validating data relevant to the current strategic objectives (as outlined in the Incident Support Plan).

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protection: The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Protocol: A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information needs.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively.

Recovery Plan: A plan to restore an incident-affected area or community.

Recovery Support Function: Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Resource Team: See *Strike Team*.

Resource Tracking: The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident.

Resources: Personnel, equipment, teams, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

Section: The organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance).

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals.

Specialist: A position focused on providing technical expertise, detailed analysis, or functional support for a narrow or defined mission within a section. A Specialist's primary duty is the execution of specific, often technical tasks, the gathering of focused data, or the application of in-depth knowledge in a particular area (e.g., damage assessment, hazard analysis, resource tracking). Their work produces the detailed products and information necessary for leaders and coordinators to make informed decisions.

Staging Area: A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

Standard Operating Procedure: A reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

State: Used in this document to include any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

Status Report: Reports, such as spot reports, that include vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule.

Strategy: The general course of action or direction to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, strike teams are referred to as resource teams.

Supervisor: The ICS title for an individual responsible for a division or group.

System: Any combination of processes, facilities, equipment, personnel, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives.

Task Force: Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

Terrorism: Any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: A natural or manmade occurrence, an individual, an entity, or an action having or indicating the potential to harm life, information, operations, the environment, and/or property.

Tools: Instruments and capabilities that allow the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Type: A NIMS resource classification that refers to capability of a specific kind of resource to which a metric is applied to designate it as a specific numbered class.

Unified Area Command: A version of command established when incidents under an Area Command are multijurisdictional. See *Area Command*.

Unified Command: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

Unit: The organizational element with functional responsibility for a specific activity within a larger Section in ICS or the ISM.

Unit Leader: The individual in charge of a unit.

United States National Grid: A point and area location reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude.

Unity of Command: A NIMS guiding principle stating that each individual involved in incident management reports to and takes direction from only one person.

Unity of Effort: A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities.

Whole Community: A focus on enabling the participation in incident management activities of a wide range of players from the private and nonprofit sectors, including NGOs and the general public, in conjunction with the participation of all levels of government, to foster better coordination and working relationships.

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Appendix B: Abbreviations & Acronyms

AAR	After-Action Report
AHJ	Authority Having Jurisdiction
ANSI	American National Standards Institute
CIR	Critical Information Requirement
CCIR	<i>Commander's</i> Critical Information Requirement
CFR	Code of Federal Regulations
DES	Disaster & Emergency Services
DHS	Department of Homeland Security
DMA	Department of Military Affairs
DOC	Departmental Operations Center
EAP	Emergency Action Plan
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EEl	Essential Elements of Information
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	Geographic/Geospatial Information Systems
HazMat	Hazardous Material
HHS	Health and Human Services
IAP	Incident Action Plan
IC	Incident Command/Commander
ICP	Incident Command Post or <i>Information Collection Plan</i>
ICS	Incident Command System
IMAS	Intrastate Mutual Aid System (Montana)
IMAT	Incident Management Assistance Team
IMT	Incident Management Team
IPAWS	Integrated Public Alert and Warning System

IQS	Incident Qualification System
IRIS	Incident Resource Inventory System
ISM	Incident Support Model
ISP	Incident Support Plan
IT	Information Technology
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
MAC Group	Multiagency Coordination Group
MACS	Multiagency Coordination System
NECP	National Emergency Communications Plan
NFPA	National Fire Protection Association
NGB	National Guard Bureau
NGO	Nongovernmental Organization
NIEM	National Information Exchange Model
NIMS	National Incident Management System
NQS	National Qualification System
NRCC	National Response Coordination Center
NTAS	National Terrorism Advisory System
NWCG	National Wildfire Coordinating Group
OEM	Office of Emergency Management
PETS Act	Pet Evacuation and Transportation Standards Act of 2006
PIO	Public Information Officer
PIR	Priority Information Requirement
PKEMRA	Post-Katrina Emergency Management Reform Act of 2006
PTB	Position Task Book
Pub. L.	Public Law
RIMS	Records and Information Management System
RSF	Recovery Support Function
RTLT	Resource Typing Library Tool
SITREP	Situation Report
SOP	Standard Operating Procedure
THIRA	Threat and Hazard Identification and Risk Assessment
UC	Unified Command/Commander
UCG	Unified Coordination Group
USCG	United States Coast Guard

Appendix C: ESF & RSF POCs

Emergency Support Functions							
Agency	ESF	Primary or Secondary Contact	Title	Name	Email	Office Phone	Cell Phone
MDT	ESF #1 Transportation	Primary	MDT DES Coordinator/Budget Manager	Phil Balsley	pbalsley@mt.gov	406 444-6305	
DOA	ESF #2 Communications	Primary	Emergency Mgmt Specialist	Thomas Munsey	Tmunsey@mt.gov	406 444-1462	
DEQ	ESF #3 Public Works and Engineering	Primary	Operations Analyst	John Rasmann	JRasmann2@mt.gov	406 444 5328	
DEQ		Secondary	Safety Director	Larry Alheim	LAlheim@mt.gov	406 444-5382	
DNR	ESF #4 Firefighting	Primary	Deputy Chief	Cory Calnan	ccalnan@mt.gov	406 788-7718	
DNR		Secondary	Safety Officer	Matt Chambers	Matthew.Chambers@mt.gov	406 444-2079	
DES	ESF #5 Emergency Management	Primary	SECC Manager	Brett Lloyd	brett.lloyd@mt.gov	406-417-9239	
DES		Secondary	Deputy SECC Manager	Tam Kolar	Tkolar@mt.gov	406-417-9240	
DPHHS	ESF #6 Mass Care, Emergency Assistance, Sheltering, and Human Services	Primary	Preparedness Supervisor	Colin Tobin	colin.tobin@mt.gov	406-444-3011	
DPHHS		Secondary	PHEP Planning Lead	Vacant			
DES	ESF #7 Logistics Management & Resource Support	Primary	SECC Manager	Brett Lloyd	brett.lloyd@mt.gov	406-417-9239	
DES		Secondary	Deputy SECC Manager	Tam Kolar	Tkolar@mt.gov	406-417-9240	
DPHHS	ESF #8 Public Health and Medical Services	Primary	Preparedness Supervisor	Colin Tobin	colin.tobin@mt.gov	406-444-3011	
DPHHS		Secondary	Vacant				
DES	ESF #9	Primary	SECC Manager	Brett Lloyd	brett.lloyd@mt.gov	406-417-9239	

DES	Search and Rescue	Secondary	Deputy SECC Manager	Tam Kolar	Tkolar@mt.gov	406-417-9240	
DEQ	ESF #10	Primary	Operations Analyst	John Rasmann	JRasmann2@mt.gov	406 444 5328	
DEQ	Oil and Hazardous Material Response	Secondary	Safety Director	Larry Alheim	LAlheim@mt.gov	406 444-5382	
DOL	ESF #11 Agriculture and Natural Resources	Primary	Veterinarian-Animal Health	Dr. Brenee Peterson	Brenee.Peterson@mt.gov	406-558-9312	406-451-2605 Personal Cell
DOL		Primary	Veterinarian-Animal Health	Dr. Emily Kaleczyc	emily.kaleczyc@mt.gov		
DOL		Primary	Veterinarian-Animal Health	Dr. Kelsey Martin	kelsey.martin@mt.gov		
AGR		Secondary	Communication's Officer	Logan Kruse	logan.kruse@mt.gov	406 444-3684	
DEQ	ESF #12 Energy	Secondary	Program Section Supervisor	Ben Brouwer	BBrouwer@mt.gov	406 444-6459	
DEQ		Secondary	AEM/EN/EPR	Jessi Finstad	jessi.finstad2@mt.gov		
DOJ	ESF #13 Public Safety and Security	Primary	MATIC Supervisory Agent	Noal Petty	Noal.Petty@mt.gov		
DES	ESF #14 Private Sector & Critical Infrastructure	Primary	SECC Manager	Brett Lloyd	brett.lloyd@mt.gov	406-417-9239	
DES		Secondary	Deuty SECC Manager	Tam Kolar	Tkolar@mt.gov	406-417-9240	
DES	ESF #15 External Affairs	Primary	Disaster Communications Specialist	Anette Ordahl	anette.ordahl@mt.gov	406 439-0610	
DOA	ESF #16 Cybersecurity	Primary	Cybersecurity Ops Bureau Chief	Jody Rigby	jody.rigby@mt.gov		
DNR	Subject Matter Expert	Secondary	DNRC Dam Safety E-Prep Liaison	Douglas Brugger	douglas.brugger@mt.gov	406 444-1300	
DNR	Subject Matter Expert	Secondary	DNRC Dam Safety Program Manager	Brent Zundel	bzundel@mt.gov	406 556-4508	
DNR	Subject Matter Expert	Secondary	DNRC Flood Plain	Traci Sears	tsears@mt.gov	406 444-6654	
DNR	DNRC Water Emergency Coordinator	Primary	DNRC Water Emergency Coordinator	Nadene Wadsworth	nadene.wadsworth@mt.gov	406-444-6732	

Recovery Support Functions							
Agency	RSF	Primary or Secondary Contact	Title	Name	Email	Office Phone	Cell Phone
DOC	RSF #1 Community Assistance	Primary	Housing Program Executive	Melissa Herrera	melissa.herrera@mt.gov	406 841-2092	
DOC		Secondary	Planner II	Jacob Cote	jacob.cote@mt.gov	406 841-2777	
DOC	RSF #2 Economic Recovery	Primary	Housing Program Executive	Melissa Herrera	melissa.herrera@mt.gov	406 841-2092	
DOC		Secondary	Planner II	Jacob Cote	jacob.cote@mt.gov	406 841-2777	
HHS	RSF #3 Health and Social Services	Primary	Preparedness Supervisor	Colin Tobin	colin.tobin@mt.gov	406-444-3011	
HHS		Secondary	PHEP Planning Lead	Vacant			
DOC	RSF #4 Housing	Primary	Housing Program Executive	Melissa Herrera	melissa.herrera@mt.gov	406 841-2092	
DOC		Secondary	Planner II	Jacob Cote	jacob.cote@mt.gov	406 841-2777	
DEQ	RSF #5 Infrastructure Systems	Primary	Operations Analyst	John Rasmann	JRasmann2@mt.gov	406 444 5328	
DEQ		Secondary	Safety Director	Larry Alheim	LAlheim@mt.gov	406 444-5382	
DNR	RSF #6 Natural & Cultural Resources	Primary	Deputy Chief	Cory Calnan	ccalnan@mt.gov	406 788-7718	
DNR		Secondary	Safety Officer (primary)	Matt Chambers	Matthew.Chambers@mt.gov	406 444-2079	

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Appendix D: TOOLS

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D-1: ISM Position Responsibilities	Error! Bookmark not defined.
D-2: ISM Position Checklists	Error! Bookmark not defined.
D-3: ICS Positions Checklists	Error! Bookmark not defined.
D-4: SECC Manager Quick Decision Guide	Error! Bookmark not defined.
D-5: SECC First 60 Minutes Checklists	Error! Bookmark not defined.
D-6: Alternate SECC Procedures	Error! Bookmark not defined.
D-7: Virtual and Hybrid SECC Operations	Error! Bookmark not defined.
D-8: Resource Request Quick Guide	Error! Bookmark not defined.
D-9: Damage Assessment Checklist	Error! Bookmark not defined.
D-10: SECC Information Sharing & Communications Procedures	Error! Bookmark not defined.
D-11: SECC Meetings & Briefings Guide	Error! Bookmark not defined.

D-1: ISM Position Responsibilities³⁰

Command Section	
Position/Unit	Responsibilities
SECC Manager	The SECC Manager manages and provides direction for the emergency response and recovery. Specific areas of management include the following: ♦ Establish direction and control of the overall emergency response and recovery support efforts. ♦ Determine needs and activate the SECC Management Staff and sections as needed. ♦ Coordinate with the Public Information Officer regarding public information, press releases, and media relations. ♦ Coordinate with the Liaison Officer about activities and coordination with surrounding jurisdictions and state, federal, and private partners. ♦ Coordinate with Legal Counsel regarding emergency actions, liability, legal procedures, and possible legal eventualities. ♦ Provide senior elected and appointed officials information about the emergency or disaster and response activities and the need for a local disaster declaration. ♦ Manage fiscal authorization for expenditures.

³⁰ EMAP 4.6.3 – Roles and responsibilities for incident management functions

Command Section	
Position/Unit	Responsibilities
Public Information Officer (PIO)	♦ Serve as the SECC central coordination point for media releases. ♦ Ensure the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information. ♦ Coordinate media releases with PIOs at incidents or representing other affected emergency response agencies as required. ♦ Develop the format for press conferences, in conjunction with SECC Manager. ♦ Determine the need for additional PIOs to support the incident. ♦ Coordinate commercial and social media analysis with the Media Analyst.
Liaison Officer	♦ Oversee all liaison activities, including coordinating with outside agency representatives assigned to the SECC and handling requests from other EOCs for agency representatives. ♦ Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed. ♦ Ensure position-specific guidelines, policy directives, SITREPS, the appropriate SECC Incident Support Plan (ISP) are provided to agency representatives upon check-in. ♦ In coordination with the SECC Manager, provide orientations for VIPs and other visitors to the SECC or incident scene with approval of the On-scene Incident Commander.
Legal Counsel	♦ Assess legal risks and liabilities resulting from the emergency or from operations. ♦ Provide professional counsel to the SECC Manager regarding emergency actions, liabilities, legal procedures, and possible legal eventualities. ♦ Represent the State in matters involving local, state, and federal regulatory agencies.

Information Management Section

Position/Unit	Responsibilities
Information Management Section Chief	♦ Oversee collection, analysis, and dissemination of incident-specific and other operational information related to the emergency. ♦ Ensure the responsibilities of the Information Management Section are addressed as required, including the following: ▪ Ensure all products and displays contain current and accurate information. ▪ Oversee the preparation of Section documents such as the Incident Collection Plan, Incident Support Plan, SitReps, and contingency plans. ▪ Ensure situation awareness sync meetings and briefing are held regularly. ▪ Ensure all documentation and disaster financial paperwork is accurately maintained and properly submitted. ♦ In consultation with SECC Manager, determine Priority Information Requirements (PIRs) and Essential Elements of Information (EIs) ♦ Inform SECC Manager of significant issues affecting the Section. ♦ Supervise and exercise overall responsibility for the coordination of activities within the section. ♦ Ensure Section objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame. ♦ Establish the appropriate level of organization for the Section, including the Situation Awareness Unit and Planning Unit.

Situational Awareness Unit

Position/Unit	Responsibilities
Situational Awareness Unit Leader	◆ Oversee the collection, analysis, and dissemination of incident-specific and other operational information related to the emergency from all available sources (e.g., field contacts, other SECC staff, Technical Specialists, news feeds, and social media feeds). ◆ Ensure the responsibilities of the Situational Awareness Unit are addressed as required, including the following: ▪ Ensure all maps, status boards, and other displays contain current and accurate information. ▪ Prepare SITREPs and other situational awareness products for information dissemination, such as reports, briefings, and presentation products. ▪ Provide briefings as requested by the SECC Manager or policy-level leadership. ▪ Collect and maintain up-to-date information regarding the impacts and status of community lifelines including restoration timelines. ◆ Oversee damage assessment. (<i>unless managed by Recovery Section</i>) ◆ Inform SECC Manager of significant issues affecting the Situational Awareness Unit. ◆ Ensure the Situational Awareness Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame. ◆ Supervise and exercise overall responsibility for the coordination of unit activities within the section. ◆ Establish the appropriate level of organization for the Situational Awareness Unit, including the activation of Community Lifelines Analyst, Hazards Analyst, and Media Analyst.

Situational Awareness Unit

Position/Unit	Responsibilities
Community Lifelines Analyst	◆ Establish and maintain methods to collect, analyze, and disseminate information about community lifelines including: ▪ Food, Water, and Shelter ▪ Safety and Security ▪ Health and Medical ▪ Energy ▪ Communications ▪ Transportation ▪ Hazardous Materials ◆ Ensure all maps, status boards, and other displays related to community lifelines contain current and accurate information. ◆ Support the development of situational awareness products, including all SITREPs and briefing materials associated with community lifelines. ◆ Ensure the appropriate actions are taken to address the operational objectives and assignments in the SECC Incident Support Plan (ISP) assigned to the unit.
Hazards Analyst	◆ Establish and maintain methods to collect, analyze, and disseminate information about ongoing and other potential hazards that may impact ongoing emergency response efforts. ◆ Ensure all maps, status boards, and other displays related to hazards contain current and accurate information. ◆ Support the development of situational awareness products, including all SITREPs and briefing materials associated with hazard analysis. ◆ Ensure the appropriate actions are taken to address the operational objectives and assignments in the SECC Incident Support Plan (ISP) assigned to the unit.

Situational Awareness Unit

Position/Unit	Responsibilities
Media Analyst	♦ Establish and maintain methods to collect, analyze, and disseminate information regarding incident coverage by commercial news outlets (i.e., TV, radio, newspapers, and commercial media websites) and in social media sources. ♦ Ensure all maps, status boards, and other displays related to hazards contain current and accurate information. ♦ Support the development of situational awareness products, including all SITREPs and briefing materials associated with media analysis. ♦ Ensure appropriate actions are taken to address the operational objectives and assignments in the SECC Incident Support Plan (ISP) assigned to the unit.

Planning Support Unit

Position/Unit	Responsibilities
Planning Support Unit Leader	♦ Provide a range of current and future planning services that may include developing contingency, deactivation, demobilization, and recovery plans. ♦ Ensure the responsibilities of the Planning Support Unit are addressed as required, including the following: ▪ In coordination with the SECC Manager, the Command Staff, and the General Staff, establish the operational periods, meetings schedules, and staffing plan. ▪ Prepare and distribute the SECC Incident Support Plan (ISP) and facilitate the Planning Meeting. ▪ Develop the SECC Demobilization Plan, if necessary. ▪ Document and maintain files on all SECC activities. ▪ Provide technical support services to SECC sections and staff. ♦ In coordination with other Section Chiefs, ensure status reports are completed and used as the basis for the SECC Incident Support Plan (ISP). ♦ Inform SECC Manager of significant issues affecting the Planning Support Unit. ♦ Ensure Planning Support Unit objectives, as stated in SECC (ISPs or EAPs), are accomplished within the operational period or within the estimated time frame. ♦ Supervise and exercise overall responsibility for the coordination of unit activities within the section. ♦ Establish the appropriate level of organization for the Planning Support Unit, including the activation of the Documentation Specialist, Demobilization Specialist, and Technical Specialists.

Planning Support Unit

Position/Unit	Responsibilities
Demobilization Specialist	◆ Develop a Demobilization Plan for the SECC based on a review of all pertinent planning documents and status reports. ◆ Work closely with SECC Command and General Staff to ensure a smooth and orderly release of resources. ◆ Coordinate with the Facility Support Coordinator regarding the demobilization of facilities.
Documentation Specialist	◆ Collect, organize, and file all completed emergency-related forms, to include all SECC Activity Logs (ICS-214), SITREPs, (ISPs or EAPs), and any other related information, just prior to the end of each operational period. ◆ Ensure any documentation submitted to the Documentation Specialist is accurate and complete. Have reporting parties correct any errors or omissions before final submission. ◆ Provide document reproduction services to SECC staff. ◆ Distribute the SECC (ISPs or EAPs) and other documents, as required. ◆ Maintain a permanent electronic archive of all SITREPs and SECC ISPs associated with the incident to establish a historical record and assist with potential cost recovery efforts. ◆ Assist the DES Director in the preparation and distribution of the After-Action Report.
Technical Specialists	◆ Provide technical observations and recommendations to SECC staff in specialized areas as required. ◆ Work with inter-agency coordination groups as necessary, providing expertise.

Resources Support Section

Position/Unit	Responsibilities
Resources Support Section Chief	◆ Oversee one-stop shop for acquiring, deploying, and tracking resources and services. ◆ Ensure the responsibilities of the Resources Support Section are addressed as required, including the following: ▪ Ensure support is provided to first responder operations, mass care operations, and hospital and public health operations. ▪ Oversee funding, purchasing, and reimbursement of expenses. ▪ Ensure all financial records are maintained throughout the event or disaster. ▪ Ensure all recovery documentation and disaster financial assistance paperwork is accurately maintained and properly submitted to FEMA and/or Montana Disaster & Emergency Services (MT DES). ◆ In consultation with SECC Manager, determine spending limits, if any. ◆ Inform SECC Manager of significant issues affecting the Resources Support Section. ◆ Supervise and exercise overall responsibility for the coordination of activities within the section. ◆ Ensure Resources Support Section objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame. ◆ Establish the appropriate level of organization for the Resources Support Section, including the Resource Coordination Unit, Center Support Unit, and Finance Unit.

Resources Coordination Unit	
Position/Unit	Responsibilities
Resource Coordination Unit Leader	♦ Manage the resource request process from receipt of a request through validation of need and deployment of resources. ♦ Locate or acquire equipment, supplies, facilities, and transportation to meet SECC operational needs and address off-incident ordering, including resources acquired via mutual aid. ♦ Ensure Resource Coordination Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame. ♦ Conduct periodic briefings for the Resources Support Section Chief. ♦ Supervise the Resource Tracking Specialist.
Resource Tracking Specialist	♦ Coordinate with other SECC staff and Sections and field operations (e.g., staging area manager) to capture and centralize necessary resource, location, and status information. ♦ Develop and maintain resource tracking boards that include status, location, and other important information.

Finance Unit	
Position/Unit	Responsibilities
Finance Unit Leader	◆ Ensure all financial records are maintained throughout the event or disaster. ◆ Ensure all on-duty time is recorded and collected for all personnel. ◆ Ensure continuity of the payroll process for all employees responding to the event or disaster. ◆ Ensure workers' compensation claims resulting from the response are processed in a reasonable time, given the nature of the situation. ◆ Ensure all travel and expense claims are processed in a reasonable time, given the nature of the situation. ◆ Determine purchase order limits for the Resource Coordination Unit. ◆ Ensure all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to FEMA and/or the DMA/OBPP Financial Specialists. ◆ Ensure Finance Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame. ◆ Conduct periodic finance-related briefings for the Resources Support Section Chief.

Center Support Unit

Position/Unit	Responsibilities
Center Support Unit Leader	◆ Support the needs of the SECC facility and staff to ensure staff have the resources and capabilities required to perform their roles, including the Joint Information Center (JIC), if activated. ◆ Ensure the responsibilities of the Center Support Unit are addressed as required, including the following: ▪ Locate or acquire equipment, supplies, and personnel to meet SECC needs, including JIC needs, if activated. Ensure proper installation of new systems or equipment. ▪ Arrange for food, lodging, and other support services as required for the SECC, and oversee the SECC's administrative processes. ▪ Ensure SECC facilities include adequate restrooms, food service, and rest areas, and ensure cleaning services are established and maintained. ▪ Oversee facility access and security. ◆ Ensure Center Support Unit objectives, as stated in SECC ISPs, are accomplished within the operational period or within the estimated time frame. ◆ Inform SECC Manager of significant issues affecting the Center Support Unit. ◆ Supervise and exercise overall responsibility for the coordination of unit activities within the section. ◆ Establish the appropriate level of organization for the Center Support Unit, including the Facility Support Coordinator and Administrative Support Specialist.

Center Support Unit

Position/Unit	Responsibilities
Facility Support Coordinator	◆ Ensure adequate SECC facility to meet staff needs, including workspaces, furniture, computer systems, and communications systems, etc. Acquire additional resources as necessary. ◆ Ensure SECC facilities include adequate restrooms, food service, and rest areas compliant with the <i>Americans with Disabilities Act</i>. ◆ Ensure facility cleaning services are established and maintained for the SECC and related facilities. ◆ Oversee facility access and security needs. ◆ Develop and post SECC Safety Plan. ◆ Ensure all facilities and/or workspaces are returned to original state when no longer needed.
Administrative Support Specialist	◆ Arrange for food, lodging, and other support services as required for SECC and JIC (if activated). ◆ Ensure adequate office supplies to support SECC staff and ensure office equipment remains ready for use (e.g., paper restocked, ink refilled) in coordination with Facility Support Coordinator. ◆ Address administrative tasks to support SECC staff, including development and posting of SECC Organization Charts (ISM 207) to reflect the SECC activation.

D-2: ISM Position Checklists³¹

(Kept separately due to file size)

³¹ EMAP 4.6.2

D-3: ICS Positions Checklists

(Kept separately due to file size)

D-4: SECC Manager Quick Decision Guide

Purpose

This guide gives the SECC Manager a short reference for the most time-sensitive activation and coordination decisions. It supports rapid judgment on activation level, declaration actions, Recovery Section activation, and requests for interstate or federal assistance.

Use

Use this guide with the SECC Operations Manual, Activation Quicksheet, Activation Flowchart, and current incident information. Keep decisions tied to the established four activation levels and to the actual coordination, staffing, and product requirements of the incident.

Activation Decisions

Decision	Use when	Immediate actions	Likely outputs
Move from Normal to Enhanced Monitoring	A threat or incident needs increased monitoring, early coordination, or partner alerting; impacts may grow; early declaration drafting may be prudent.	Notify appropriate MT DES staff and selected partners; confirm jurisdiction contact; increase monitoring; review likely state support needs; consider beginning draft State Declaration work.	Monitoring posture, focused situational awareness, partner alerting, written updates as needed, draft State Declaration if warranted.
Move to Partial Activation	Multi-agency coordination requirements are increasing; state support for information, resources, or consequence management is needed; essential SECC staff and partners need to engage; written incident products are required.	Activate essential SECC positions; notify remaining agencies and partners to standby or respond as needed; establish operational rhythm; begin or update the Incident Support Plan, Incident Collection Plan, and Situation Report; coordinate resource tracking and initial briefings.	Partial activation, incident-focused staffing, ISP, Incident Collection Plan, SitRep, possible Governor declaration action, possible draft Presidential declaration support.

Decision	Use when	Immediate actions	Likely outputs
Move to Full Activation	Significant multi-agency coordination is required; impacts are large or expanding; many agencies or ESFs are needed; extended operations, large-scale resource movement, or EMAC/federal support may be needed.	Staff the SECC broadly; notify policy leadership and partners; expand the briefing cycle; surge information management and resource coordination; prepare governor-facing products; assess EMAC and federal coordination needs.	Full activation, expanded SECC staffing, multiple operational products, statewide coordination posture, governor-facing products, EMAC or federal coordination actions.
Escalate any activation level	Incident complexity exceeds current staffing, information-management capacity, or coordination tempo; multiple resources are being requested or deployed; written planning products are required; support demand is increasing faster than the current posture can sustain.	Reassess complexity, staffing, and product requirements; notify affected sections and agency representatives; adjust hours and staffing; increase planning and reporting rhythm; document the change in CORE and staff briefings.	Higher activation level, expanded staffing, more frequent briefings, additional products and notifications.

Decision Triggers

Governor declaration action

Begin declaration action when local or tribal impacts exceed local capability, multi-jurisdiction or statewide consequences are present, sustained state coordination is required, or preliminary damage and consequence information indicates state-level executive action may be warranted.

Immediate actions:

- ☐ Confirm incident facts, jurisdiction status, and current support requirements.
- ☐ Coordinate with MT DES leadership and required policy channels.
- ☐ Initiate or refine the draft State Emergency or Disaster Declaration package.
- ☐ Prepare supporting impact information for executive review.

Recovery Section activation

Activate the Recovery Section when a State Declaration has been issued, preliminary damage assessment is scheduled or needed, a federal declaration is anticipated, or longer-term recovery issues are emerging while response operations are still active.

Immediate actions:

- ☐ Activate Recovery Section leadership as needed.

- ☐ Establish coordination with Information Management and Resource Support.
- ☐ Clarify response-to-recovery handoffs and initial recovery priorities.
- ☐ Identify staffing and support needs for damage assessment, Public Assistance, Individual Assistance, and FEMA coordination as applicable.

EMAC or federal assistance

Begin EMAC or federal assistance action when in-state resources are insufficient or likely to become insufficient, specialized capability is unavailable in-state, support demand is sustained across operational periods, or impacts are large enough to require interstate or federal coordination.

Immediate actions:

- ☐ Confirm unmet need and in-state sourcing status.
- ☐ Coordinate with Resource Support and MT DES leadership.
- ☐ Identify mission-ready request details.
- ☐ Initiate EMAC or federal coordination as appropriate and track actions in CORE.

Escalation Cues

Escalation is more likely when one or more of these conditions are present:

- ☐ A written Incident Support Plan is needed.
- ☐ Multiple state resources are being requested, activated, or deployed.
- ☐ Wider geographic areas are affected.
- ☐ Numerous or extended operational periods are likely.
- ☐ Damage assessment requirements are growing.
- ☐ Out-of-state, federal, or EMAC support may be needed.
- ☐ Current staffing cannot sustain the information, planning, or coordination workload.
- ☐ A credible adversarial event or major threat is present.

Manager Checks

Before increasing activation, confirm the following:

1. Is incident complexity outpacing the current staffing posture?
2. Are information requirements exceeding current collection and analysis capacity?
3. Are resource requests or consequence-management demands increasing across jurisdictions?
4. Is a written planning and reporting cycle now required?
5. Are declaration, EMAC, federal, or recovery actions likely within the next operational period?

If several answers are yes, escalation is likely warranted.

D-5: SECC First 60 Minutes Checklists

Purpose

These checklists give the SECC Manager and initial staff a short, practical set of actions for the first hour of an activation or activation change. They are designed to complement the SECC Manager Quick Decision Guide, the Activation Quicksheet, and this SECC Operations Manual.

Use

Use the checklist for the activation level being entered. Adjust actions to incident conditions, time of day, staffing availability, and whether the posture is in-person, virtual, or hybrid.

Enhanced Monitoring Checklist

Priorities

- ☐ Confirm the incident, threat, or report and establish contact with the affected jurisdiction or reporting source.
- ☐ Determine whether enhanced monitoring is sufficient or whether immediate escalation is already warranted.
- ☐ Alert appropriate MT DES staff and selected partner agencies that they may be needed to assist or coordinate.

First 60 minutes

- ☐ Confirm who is serving as Duty Officer, SECC Manager, or delegated lead.
- ☐ Establish an incident entry, log, or tracking method in CORE.
- ☐ Verify current situation, likely impacts, and immediate state support needs.
- ☐ Identify initial Priority Information Requirements and key information gaps.
- ☐ Start focused situational awareness collection and partner outreach.
- ☐ Determine whether draft State Declaration work should begin.
- ☐ Decide whether the SECC facility, virtual support, or both should be placed on alert.
- ☐ Set the time for the next manager review or update.

Initial outputs

- ☐ Monitoring posture confirmed.
- ☐ Partner alerting completed.
- ☐ CORE incident tracking started.
- ☐ Written update or SitRep initiated as needed.
- ☐ Draft State Declaration started if warranted.

Partial Activation Checklist

Priorities

- ☐ Activate essential SECC staff and partner support for increasing multi-agency coordination needs.
- ☐ Establish an operational rhythm and a clear incident-support posture.
- ☐ Start formal incident products and resource coordination.

First 60 minutes

- ☐ Notify essential SECC personnel and direct them to report in person, virtually, or in hybrid posture as appropriate.
- ☐ Notify additional agencies and partners to standby or prepare for activation.
- ☐ Open and verify CORE boards, logs, and status displays needed for the incident.
- ☐ Confirm current incident facts, affected jurisdictions, and immediate priorities.
- ☐ Identify initial PIRs, EEIs, and immediate collection tasks.
- ☐ Assign responsibility for Incident Support Plan, Incident Collection Plan, and SitRep development.
- ☐ Begin resource request tracking and coordination with agency representatives and jurisdictions.
- ☐ Determine whether State Declaration transmission or Presidential declaration support drafting is needed.
- ☐ Brief incoming personnel on priorities, operating hours, communications expectations, and reporting requirements.

Initial outputs

- ☐ Partial activation posture established.
- ☐ Essential personnel notified and checked in.
- ☐ CORE boards and logs active.
- ☐ PIRs and initial information tasks identified.
- ☐ ISP, Incident Collection Plan, and SitRep assignments made or underway.
- ☐ Resource tracking started.

Full Activation Checklist

Priorities

- ☐ Establish a full SECC coordination posture for significant multi-agency support requirements.
- ☐ Expand staffing, products, and policy coordination to match incident complexity.
- ☐ Prepare for sustained operations and possible EMAC or federal support actions.

First 60 minutes

- ☐ Notify SECC leadership, section leads, agency representatives, and required partners for full activation.
- ☐ Confirm staffing posture, operational periods, shift expectations, and workspace or virtual arrangements.
- ☐ Ensure SECC workstations, displays, communications links, and CORE boards are active.

- ☐ Confirm current priorities, life-safety concerns, community lifeline impacts, and statewide coordination requirements.
- ☐ Identify immediate statewide PIRs and assign collection and analysis responsibilities.
- ☐ Start or update ISPs, SitReps, status displays, and governor-facing briefing products.
- ☐ Confirm whether EMAC, federal coordination, or specialized external support must be initiated.
- ☐ Assess whether Recovery Section activation is now required due to declaration, PDA, or early recovery needs.
- ☐ Establish the next briefing time and battle rhythm for the current operational period.

Initial outputs

- ☐ Full activation posture established.
- ☐ Expanded staffing and partner coordination initiated.
- ☐ Core incident products underway or updated.
- ☐ Governor-facing and executive briefing support started as needed.
- ☐ EMAC, federal, or Recovery Section decisions documented.

Immediate Setup Actions After Activation

Use these steps whenever activation requires SECC setup, especially after hours:

- ☐ Notify the main gate and security staff of activation as required.
- ☐ Report to the facility and begin setup.
- ☐ Implement access control measures as needed.
- ☐ Turn on SECC computers and monitors needed for status display.
- ☐ Log into CORE and display the controller review and significant events boards at a minimum.
- ☐ Set up workstations for ESF partners and staff as needed.
- ☐ Establish and maintain communications links with affected jurisdictions.
- ☐ Review position responsibilities and start position logs in CORE.
- ☐ Provide an initial briefing to incoming personnel.

D-6: Alternate SECC Procedures

Purpose

These Procedures establish the processes for activating, staffing, relocating to, and operating from an alternate State Emergency Coordination Center when the primary SECC is inaccessible, degraded, unsafe, or otherwise unsuitable for sustained operations.

It is intended to preserve continuity of coordination, situational awareness, incident support planning, resource support, executive coordination, and recovery integration during incidents affecting the primary SECC or requiring a distributed state coordination posture.

Scope

This SOP applies to MT DES personnel, SECC leadership, SECC staff, agency representatives, technical specialists, support personnel, and partners directed to support operations from an alternate site.

It applies when the primary SECC becomes unusable, when access to Helena is restricted, when operational risk at the primary facility becomes unacceptable, or when state coordination must be strengthened in or near an affected region through use of an alternate site in conjunction with the primary SECC.

Operating Concept

Alternate SECC operations are a continuity capability of the standing doctrine stack, not an improvised workaround. The SECC remains organized under the Incident Support Model, uses the same activation levels, and continues to rely on CORE as the primary incident information and resource management system whenever available.

An alternate site may be used in one of three ways:

1. Full relocation, when the primary SECC cannot continue operations.
2. Split-site operations, when functions are divided between the primary and alternate site.
3. Forward support location, when an alternate site enhances statewide coordination near an affected area while the primary SECC remains active.

Activation Criteria

SECC leadership should consider activating an alternate site when one or more of the following are present:

- ☐ The primary facility is inaccessible due to hazard impacts, law enforcement restrictions, infrastructure failure, or building issues.
- ☐ Utilities, communications, or workspace conditions at the primary facility cannot support safe and effective operations.
- ☐ Threat conditions require dispersal, reduced density, or continuity relocation.
- ☐ Incident geography makes an alternate location operationally advantageous for coordination with affected jurisdictions or partners.

- A split-site or hybrid arrangement will improve resilience, staffing, or partner access.

The decision to activate an alternate SECC rests with MT DES leadership through the SECC Manager or other authorized designee under existing authority and continuity procedures.

Alternate-Site Options

The SECC Operations Manual identifies alternate SECC sites secured through local agreements and notes that they are considered warm sites with sufficient workspace, technology, and infrastructure to support a rapid resumption of operations.

The manual also states that alternate sites may be used either because the primary SECC becomes untenable or inaccessible or because a state coordination presence is needed in disaster areas. Site-specific contact information, access procedures, room layouts, and local support instructions should be maintained as controlled attachments to this SOP and updated through the plan maintenance process.

Decision And Notification Actions

Once the decision is made to activate an alternate SECC, the SECC Manager or designee should immediately:

1. Confirm the selected operating model, full relocation, split-site, or forward support location.
2. Identify which functions will move, which functions will remain in place, and which functions will operate virtually.
3. Notify MT DES leadership, SECC staff, affected section chiefs, and agency representatives of the site decision and reporting instructions.
4. Notify security, facility points of contact, IT support, and other required support personnel.
5. Provide estimated operational start time, access instructions, communications methods, and immediate reporting requirements.

If the shift occurs after hours, these notifications should be integrated with existing activation and facility setup actions already defined in the manual.

Relocation Priorities

Relocation should focus first on preserving command and coordination, communications, incident information, and resource visibility. Not every function must move at the same time if continuity can be maintained through split-site or virtual support.

Priority functions for rapid restoration are:

1. SECC Manager or delegated leadership presence.
2. Information Management and current situational awareness.
3. Resource Support and requests for assistance tracking.
4. Communications with affected jurisdictions, MT DES leadership, and key partners.
5. CORE access and incident record continuity.
6. Executive and governor-facing briefing support as needed.

Relocation Checklist

Use the following checklist when moving operations to an alternate site:

- ☐ Confirm who has authority to direct the move and who is serving as SECC Manager.
- ☐ Confirm the selected site and site point of contact.
- ☐ Notify all required personnel of destination, reporting time, parking, access, and check-in instructions.
- ☐ Determine which personnel report in person, which remain at the primary site, and which shift to virtual support.
- ☐ Bring or verify access to essential laptops, chargers, display equipment, radios, phones, and printed reference materials as needed.
- ☐ Verify CORE access, communications capability, and internet connectivity at the alternate site.
- ☐ Establish leadership area, information-management workspace, resource-support workspace, and partner coordination area as needed.
- ☐ Activate contact rosters, reporting instructions, and shift schedules for the new operating posture.
- ☐ Confirm the method for continuing or restarting briefings, SitReps, and key incident products.
- ☐ Notify stakeholders when the alternate site is operational.

Site Setup Actions

Upon arrival, the initial setup team should:

- ☐ Check in with the site point of contact or host facility staff.
- ☐ Confirm room access, workspace layout, restrooms, security requirements, and local facility restrictions.
- ☐ Power up workstations, displays, printers, and communications equipment needed for the activation.
- ☐ Establish CORE access and verify visibility of current incident records and boards.
- ☐ Confirm phone, radio, internet, and meeting-platform functionality.
- ☐ Set up status displays, briefing space, and a clear area for leadership coordination.
- ☐ Establish sign-in, accountability, and access-control procedures.
- ☐ Conduct an initial operational briefing for arriving staff.

Staffing Model

Staffing at the alternate SECC should be scaled to the incident and the operating model. A full relocation may require most core SECC functions to move. A split-site model may keep some administrative, agency, or support functions at the primary location while placing core leadership and coordination functions at the alternate site.

The SECC Manager should identify minimum staffing needed to restore safe and effective operations, then add functions as the incident and operational tempo require. The preferred approach is to establish a functioning coordination posture quickly rather than delay operations while attempting to recreate the full primary-site footprint at once.

Communications And Coordination

The alternate site must have a published communications plan for the operational period. That plan should identify primary and backup methods for internal leadership coordination, section coordination, jurisdiction coordination, partner coordination, and urgent notifications.

If the primary and alternate sites are operating simultaneously, the relationship between them must be explicit. Staff must know which site holds overall coordination authority, which site owns each major function, and how decisions, taskings, and products will be synchronized.

Information Management And Records

Information continuity is critical during relocation. CORE remains the primary system for incident entries, resource requests, and operational records whenever available.

If systems are degraded during relocation, staff should use approved interim methods to preserve incident chronology, requests, decisions, and action tracking until normal systems are restored. Once access is reestablished, interim records should be entered into the official incident record as soon as practical.

Security And Control Measures

Alternate SECC operations must follow the same handling expectations for controlled operational information that apply at the primary facility. Access should be limited to personnel with a need to know, and staff should protect sensitive discussions, documents, and displays from unauthorized observation or distribution.

The SECC Manager or site lead should establish local access-control measures, visitor procedures, badge or escort expectations as applicable, and secure handling practices for any printed materials, removable media, or temporary notes used during the activation.

Sustainment Considerations

During longer operations, leadership should track the practical sustainment factors that often affect alternate-site performance:

- Staffing depth and relief schedules.
- Sleeping, feeding, and transportation considerations if needed.
- Printer, display, and supply support.
- IT troubleshooting and replacement equipment.
- Site host coordination and facility-use constraints.

These issues should be managed early so the alternate site remains workable beyond the first operational period.

Reconstitution And Demobilization

When the primary SECC is again available or incident needs change, the SECC Manager may direct a return to the primary facility, continued split-site operations, or demobilization of the alternate site.

Before closing the alternate site, leadership should ensure open actions are assigned, records are preserved, borrowed equipment is accounted for, site-specific cleanup is completed, and all staff and partners are notified of the transition. The closeout should align with the manuals existing deactivation and demobilization procedures.

Testing And Maintenance

The manual states that alternate SECC sites will be tested annually unless activated for an actual incident and that after-action reviews will be conducted for both tests and activations, with corrective actions tracked using HSEEP tools and protocols.

This SOP and its site-specific attachments should therefore be reviewed after activations, exercises, facility changes, communications upgrades, or partner agreement updates. Controlled appendices should include site contacts, access steps, equipment references, local maps, and setup notes that can be updated without rewriting the core SOP.

D-7: Virtual and Hybrid SECC Operations

Purpose

This guide establishes procedures for conducting State Emergency Coordination Center operations in a virtual or hybrid posture when incident conditions, continuity requirements, staffing realities, or facility constraints make distributed operations necessary or advantageous.

It is intended to supplement the SECC Operations Manual by providing the practical operating rules, staffing procedures, communications expectations, and technology considerations required to sustain incident support when all personnel are not physically co-located in the SECC.

Scope

This guide applies to MT DES personnel, SECC leadership, assigned SECC staff, agency representatives, technical specialists, and other partners supporting SECC operations from the primary facility, alternate facilities, departmental EOCs, or approved remote locations.

It applies during Enhanced Monitoring, Partial Activation, Full Activation, continuity events affecting the primary SECC, and any period when SECC leadership directs that some or all functions will be performed in a virtual or hybrid manner.

Operational Concept

Virtual and hybrid SECC operations are standard continuity tools, not exception-only measures. They allow the SECC to preserve command and coordination functions, maintain situational awareness, continue planning and resource support, and sustain partner participation when full in-person staffing is not practical.

A virtual posture means most or all SECC functions are conducted from distributed locations using approved communications and information systems. A hybrid posture means some personnel work from the SECC or another physical coordination site while others support operations remotely.

The operating model does not change because the posture changes. The SECC remains organized under the Incident Support Model, follows the same activation levels, uses CORE as the primary incident information and resource management system, and continues to build situational awareness around community lifelines, PIRs, EEIs, Incident Collection Plans, SitReps, and Incident Support Plans³².

Triggers For Virtual Or Hybrid Operations

SECC leadership should consider virtual or hybrid operations when one or more of the following conditions are present:

- ☐ Facility access is limited, unsafe, degraded, or disrupted.
- ☐ Weather, travel, or geographic conditions make in-person staffing impractical for part of the team.

³² EMAP 4.6.2 – Coordination procedures among response personnel and jurisdictions

- ☐ The incident requires statewide participation from partners who can coordinate effectively from their own offices or Departmental EOCs.
- ☐ Staffing must be expanded quickly and remote integration is faster than full physical reporting.
- ☐ Continuity concerns require reduced density, split teams, or distributed staffing.
- ☐ The incident tempo supports distributed coordination without unacceptable loss of effectiveness.

The SECC Manager determines the operating posture and may shift between in-person, hybrid, and virtual operations as incident requirements change.

Leadership And Authority

The SECC Manager retains overall authority for SECC operations regardless of physical posture. Delegations, supervisory relationships, approval processes, and incident priorities remain in effect unless explicitly changed by SECC leadership.

All staff must understand who is serving as SECC Manager, Deputy, section lead, unit lead, and incident-specific approving authority at the start of each operational period. Hybrid operations fail quickly when authority is assumed rather than confirmed.

Minimum Operating Requirements

Before operating virtually or in a hybrid posture, confirm the following minimum capabilities:

- ☐ Reliable voice communications for leadership, sections, and key partners.
- ☐ Access to CORE for incident entries, requests for assistance, resource tracking, and information products.
- ☐ A designated virtual meeting platform approved for SECC use.
- ☐ Shared access to current incident documents, logs, and briefing materials.
- ☐ Redundant communications methods in case the primary platform fails.
- ☐ A clear contact roster and reporting instructions for all activated personnel.

If these minimum capabilities cannot be established, SECC leadership should reduce the virtual component, shift to an alternate facility, or simplify the operating posture until reliable coordination can be maintained.

Staffing And Accountability

All personnel assigned to a virtual or hybrid activation must check in through the method directed by SECC leadership at the beginning of their shift or assignment. Check-in should confirm name, role, location, contact method, operational availability, and any technical limitations affecting performance.

Section Chiefs and unit leads are responsible for maintaining accountability of assigned staff, confirming availability for briefings and tasking, and ensuring remote personnel are included in planning, reporting, and documentation requirements.

Agency representatives may support the SECC from the primary facility, a Departmental EOC, or another approved location. Regardless of location, they remain responsible for timely coordination, attendance at required meetings, and continuous communication with the SECC on agency actions, constraints, and resource issues.

Communications Procedures

Virtual and hybrid operations require disciplined communications. SECC leadership should designate primary and alternate methods for command communications, section coordination, partner coordination, scheduled briefings, and urgent notifications at the start of each operational period.

At a minimum, the communications plan for the operational period should identify:

- Primary meeting platform.
- Primary voice method for urgent coordination.
- Backup method if the primary platform fails.
- Distribution method for SitReps, briefing slides, and decision documents.
- Contact and escalation method for personnel who miss required check-ins or briefings.

Important decisions should be documented in CORE, official logs, or designated incident records rather than left only in chat messages, texts, or verbal conversations.

Briefings And Planning Meetings

Virtual and hybrid teams will use the same planning logic as in-person operations. Objectives meetings, tactics or coordination meetings, planning meetings, shift briefings, and executive updates will still occur as required by incident complexity and activation level.

The SECC Manager or designated lead should publish meeting times, expected attendees, platform links, call-in options, and product deadlines early in the operational period. Meeting discipline matters more in distributed operations because missed guidance and side-channel decisions multiply quickly.

To support effective virtual meetings:

- Start on time and identify the chair, recorder, and decision authority.
- Confirm attendance and identify missing required participants immediately.
- Share the operating picture, current objectives, decisions needed, and action items clearly.
- End with assigned tasks, responsible parties, and deadlines.
- Post or distribute decisions and products promptly after the meeting.

Information Management And Products

Distributed staffing does not change the SECC information cycle. Information Management continues to collect, validate, analyze, package, and disseminate information using the established lifeline, PIR, and EEI framework.

Remote and in-person staff will use CORE and approved shared workspaces to support incident entries, collection plans, SitReps, status displays, briefing materials, and Incident Support Plans.

Product ownership, review chains, and release authority should be assigned explicitly to avoid duplicate drafting or conflicting versions.

When bandwidth or platform limitations exist, the priority is to preserve decision-support products and current situational awareness rather than perfect formatting. Timely, accurate, decision-ready information is more important than cosmetic completeness.

Resource Support And Partner Coordination

Resource Support functions may be performed from the SECC, a Departmental EOC, or approved remote locations so long as resource ordering, tracking, coordination, and documentation remain visible to SECC leadership and the incident record.

Requests for assistance, sourcing actions, unmet needs, EMAC coordination, and major resource decisions should be entered and tracked in CORE or the approved incident management record. Resource decisions made outside the visible record create avoidable friction during shift changes and reimbursement or recovery follow-on work.

Security And Information Protection

Virtual and hybrid operations must protect sensitive information and maintain control of operational discussions, incident data, and internal products. Staff should use approved devices, approved platforms, and approved accounts whenever possible.

At a minimum:

- Do not share platform links or internal products outside authorized distribution lists.
- Protect incident discussions from public or uncontrolled environments.
- Follow current MT DES and state information-security requirements for remote access, passwords, and account use.
- Report suspected cyber, account, or platform compromise immediately through established channels.
- Use alternate communications if the security of the primary system is in doubt.

Technology Failure And Fallback Actions

If the primary virtual platform fails, the SECC will shift to the designated alternate platform or conference method identified for the operational period.

If document-sharing tools fail, leadership will prioritize continued voice coordination, CORE access if available, and simple distribution of critical products by approved backup methods until normal collaboration tools are restored.

If CORE access is degraded, staff will continue essential tracking using approved interim methods and back-enter records when systems are restored. Any interim process should preserve timestamps, task assignments, requests, and decision history as completely as possible.

Shift Change And Handoff

Shift changes in a distributed environment require deliberate handoff. Each section and unit should provide a concise turnover that covers current situation, open actions, pending decisions, major resource issues, key contacts, product status, and known technical problems.

Handoffs should be documented in position logs and supported by an actual verbal or virtual turnover whenever possible. Written notes alone are often insufficient during high-tempo or multi-branch incidents.

Validation And Maintenance

This guide should be trained, exercised, and reviewed as part of the SECC plan maintenance process. Virtual and hybrid procedures should be validated during workshops, activations, after-action reviews, and continuity exercises rather than treated as a paper-only capability.

Lessons learned from real-world operations, technology failures, and partner feedback should be used to update platform guidance, staffing procedures, communication protocols, and fallback methods.

D-8: Resource Request Quick Guide

Overview and Use

This quick guide provides step-by-step reference for common resource requests made to the State Emergency Coordination Center (SECC). It is intended for SECC staff, Duty Officers, and partner agencies during activations and steady-state operations. The guide aligns with the Resource Management section of the SECC Operations Manual and established CORE workflows, and does not replace local emergency operations plans or mutual aid procedures³³.

Standard CORE Request Information

Every resource request entered into CORE should include, at a minimum, the following information³⁴:

Field	Description
Incident Name / Number	Name and CORE incident number for the event.
Requesting Jurisdiction / Agency	County, tribal nation, state agency, or other entity submitting the request.
Point of Contact	Name, role, phone number, and email for the person who can clarify the request.
Resource Category	Equipment, personnel, commodities, or EMAC/out-of-state support.
Specific Resource Type	Plain-language description and, if available, typing or model details.
Quantity	Number or amount requested, with units (e.g., 3 dump trucks, 10 personnel, 500 sandbags).
Needed By (Date/Time)	When the resource is needed on site, including any flexibility or staging options.
Delivery / Assignment Location	Street address, facility, or operational area where the resource will report or be delivered.
Operational Use / Mission	Brief description of how and where the resource will be used.
Local / Mutual Aid Actions Taken	Summary of local procurement, mutual aid, and contract efforts already attempted.
Special Considerations	Access, safety, security, communications, or functional needs considerations that may affect deployment.

³³ EMAP 4.7.1 – Resource management plan

³⁴ EMAP 4.7.6 – Resource management system procedures

Equipment Requests

Equipment requests are among the most common resource needs supported by the SECC. Jurisdictions should first use local assets, mutual aid, and existing contracts before requesting state support. When state assistance is needed, equipment requests are routed through the Resource Support Section for review, sourcing, and coordination.

Use the following steps for equipment requests:

1. Confirm the incident is entered in CORE and that the request is tied to the correct incident record.
2. Verify that local, mutual aid, and contract options have been considered or attempted and document these efforts in the request.
3. Select the Equipment category and describe the requested item in clear, operational terms (type, size, capability, and any typing information).
4. Specify quantity, needed-by date and time, and the delivery or assignment location.
5. Indicate whether transport for the equipment is also required and, if so, describe transport needs (e.g., lowboy trailer, driver, escort).
6. Submit the request in CORE. Ensure the Point of Contact listed can respond quickly to follow-up questions.
7. Monitor CORE for status updates. The Resource Support Section will review, source state assets or contracts, and coordinate mobilization decisions.
8. Once approved, confirm mobilization details (ETA, staging, offload requirements) with the deploying agency and document them in the CORE position log.
9. On arrival, verify that the equipment meets the requested capability and document any issues or shortfalls in CORE.
10. At demobilization, ensure inspection, rehab, and return procedures are followed and that equipment status is updated in inventory systems.

Personnel Requests

Personnel requests may involve MT DES staff, subject matter experts, agency representatives, District Field Officers, or other support staff needed for incident coordination, planning, logistics, or technical functions. Local jurisdictions remain responsible for staffing incident command and local EOCs; SECC-supported personnel focus on incident support and coordination roles.

Use the following steps for personnel requests:

1. Confirm the incident record in CORE accurately reflects current activation level and operational needs.
2. Identify the role or function needed (e.g., GIS specialist, planner, logistics coordinator, public information support) rather than specific individuals.
3. Select the Personnel category and describe the requested position, required skills, and expected duties.
4. Specify the number of personnel requested, the expected work schedule (e.g., 12-hour shifts), and the duration of assignment if known.
5. Provide the assignment location (SECC, local EOC, field coordination point, or virtual) and any required access or security instructions.

6. Note any required certifications, clearances, or agency affiliations (e.g., MT DES staff, ESF partner, local EM mutual aid).
7. Submit the request in CORE and ensure the Point of Contact can participate in assignment discussions and briefings.
8. Monitor CORE for status updates. The Resource Support Section and SECC Manager or Section Chiefs will coordinate sourcing and approval.
9. Once personnel are assigned, ensure they receive a check-in briefing, understand reporting relationships, and begin position logging in CORE.
10. When the need ends, coordinate demobilization, document end-of-assignment details in CORE, and, where applicable, provide input for After Action Review.

Commodities Requests

Commodities include consumable supplies such as sandbags, potable water, cots, blankets, personal protective equipment, and similar items needed to support response and shelter operations. Local jurisdictions should use existing supply chains and contracts first; SECC assistance focuses on supplementing local efforts and coordinating large-scale distribution when needed.

Use the following steps for commodities requests:

1. Confirm that local vendors, mutual aid inventories, and regional caches have been checked and document these efforts in the request.
2. Select the Commodities category and clearly describe each item requested, including type, size, and packaging where relevant.
3. Specify quantities and units for each item (e.g., 10,000 sandbags, 200 cots, 50 cases of bottled water).
4. Identify the delivery location, storage constraints, and any distribution considerations (e.g., forklift access, indoor vs. outdoor storage).
5. Indicate any time-critical needs or operational windows for use (e.g., pre-flood sandbagging, shelter opening times).
6. Submit the request in CORE and ensure contact information is accurate for coordination with the Resource Support Section.
7. Monitor CORE for status updates. The Resource Support Section will coordinate acquisition, mobilization, and, where appropriate, distribution planning with the requesting jurisdiction.
8. Upon arrival, verify quantities, condition of commodities, and alignment with the request; document any discrepancies in CORE.
9. Coordinate local distribution and tracking in accordance with local plans and, where applicable, the state Distribution Management Plan.
10. At demobilization or closure of operations, account for remaining commodities, document disposition, and coordinate any returns or transfers as required.

EMAC Escalation and Out-of-State Support

Emergency Management Assistance Compact (EMAC) and other out-of-state support mechanisms are reserved for situations where local, mutual aid, state, and contractual resources cannot meet incident needs in a timely or sufficient manner. EMAC requests must align with state policy,

activation level, and legal requirements, and typically follow coordination between the SECC Manager, DES leadership, and appropriate state authorities³⁵.

Consider EMAC or out-of-state escalation when:

- Multiple local and regional mutual aid attempts have been exhausted without securing adequate resources.
- State-owned and contracted resources are insufficient, unavailable, or committed to other critical missions.
- The incident scale, complexity, or duration exceeds Montana's ability to sustain necessary support using in-state assets.
- Specialized capabilities are required that do not exist or are extremely limited within the state (e.g., certain technical teams or rare equipment).
- The SECC is operating at Partial or Full Activation and leadership has identified out-of-state assistance as necessary to stabilize community lifelines.

Use the following steps when preparing for potential EMAC escalation:

1. Ensure CORE incident records and resource requests clearly document all in-state efforts and remaining unmet needs.
2. Coordinate with the SECC Manager and DES leadership to confirm that EMAC consideration is appropriate for the incident.
3. Work with Resource Support and relevant ESF partners to describe requested EMAC resources using established typing or capability definitions.
4. Clarify mission assignments, expected duration, lodging and sustainment expectations, and reimbursement considerations for incoming resources.
5. Support DES in developing formal EMAC request packages and tracking EMAC missions once approved and deployed.
6. Maintain CORE logs and documentation for all EMAC-related activities, including arrival, operations, and demobilization of out-of-state resources.

³⁵ EMAP 4.7.3 – Addressing needs/shortfalls via budget, exec processes, mutual aid, contracts

D-9: Damage Assessment Checklist

The following outlines the Damage Assessment Process.

1. **Rapid Assessment:** The method used to determine the immediate needs of the incident. The operational priorities for assessing the situation are as follows:
 - a. Life, safety, and health
 - b. Property protection
 - c. Environmental protection
 - d. Restoration of essential utilities
 - e. Restoration of essential program functions
 - f. Coordination among appropriate stakeholders
2. **Local Situation Report:** Completed based on published operational planning cycle.
 - a. Number of deaths and injuries
 - b. Status of schools
 - c. Power outages and anticipated restoration
 - d. Telecommunication system outages
 - e. Closures of roads and bridges
 - f. Damage to or loss of water and wastewater treatment facilities
 - g. Number of homes and businesses destroyed or damage
 - h. Number of vehicles destroyed or damaged
 - i. Need for shelters
 - j. Evacuation orders
 - k. Emergency declaration
3. **Data Collection**
 - a. Individual assistance assessment
 - b. Public assistance assessment
 - c. Site references
 - d. Pictures/sketches
 - e. Environmental considerations
 - f. Maps and Global Positioning System data
4. **Data Distribution:** Used in situation reports and Incident Support Plans
5. **Summarized Data Provided to Decision Makers**
6. **Complete Disaster Summary Outline**

D-10: SECC Information Sharing & Communications Procedures

Purpose

These procedures describe how operational information flows between local and tribal Incident Command Posts (ICPs), jurisdictions and Emergency Operations Centers (EOCs), state agencies, and the State Emergency Coordination Center (SECC). They are intended to support effective incident coordination, timely decision-making, and a common operating picture, and to complement (not replace) the agency Public Information and communications plans maintained by the MT DES Public Information Officer (PIO).

Scope

These procedures apply to all incidents where the SECC is in Enhanced Monitoring, Partial Activation, or Full Activation status and to all MT DES staff, state agency ESF partners, and other organizations that send or receive operational information through the SECC. They address operational information sharing only and do not govern external public messaging, media relations, or public warning, which are covered by separate PIO-led plans and procedures.

Principles

- **Single system of record.** CORE is the primary system of record for SECC incident information, resource actions, and key products. Verbal or email updates should be followed by timely CORE entries whenever practicable.
- **Plain language.** Information shared with or through the SECC should use plain language, avoiding jargon and unexplained acronyms, so it can be quickly understood by all partners.
- **Timeliness over perfection.** Initial reports should focus on key facts, impacts, and needs; they can be refined in subsequent updates.
- **“Tell us early, tell us often.”** Jurisdictions are encouraged to share early notifications and updates rather than waiting until all details are known.
- **Respect for roles.** The SECC supports and does not replace local incident command; information products should clearly distinguish between incident-level information and SECC support activities.

A. Information flows between local/tribal ICPs or EOCs and the SECC

1. Initial notification and incident creation

- Local or tribal Emergency Managers, Duty Officers, dispatch centers, or other authorized officials notify the DES Duty Officer by phone for emerging incidents that may require monitoring or state support.

- The Duty Officer confirms essential information and creates or updates the incident in CORE, including incident name, location, type, and initial summary.

2. Situation updates and SITREPs

- Jurisdictions submit situation updates and situation reports (SITREPs) primarily through CORE using established templates.
- When CORE access is degraded or unavailable, updates may be provided by phone, email, or web form, and are later entered into CORE by SECC staff.
- During active incidents, jurisdictions should provide at least one morning and one afternoon update, or more frequently when significant changes occur (e.g., life-safety threats, major infrastructure impacts, declarations).

3. Priority Information Requirements (PIRs) and Requests for Information (RFIs)

- The SECC identifies and publishes incident-specific PIRs and associated Essential Elements of Information (EEl)s through the Incident Collection Plan, consistent with the PIR/ICP process and lifeline-based PIR tools.
- PIRs and EEl)s are shared with local and tribal partners through CORE, email, and briefings.
- RFIs from the SECC to jurisdictions clearly identify the PIR/EEl they support, the requested data elements, and any time constraints.
- Jurisdictions respond via CORE or other agreed-upon channels; SECC staff acknowledge receipt and update PIR status accordingly.

4. Resource request information flow

- Jurisdictions submit resource requests to the SECC using CORE, following the [Resource Request Quick Guide in Appendix D-8](#).
- Verbal or email requests are acceptable when urgent, but must be recorded in CORE as soon as practical to ensure accountability and tracking.
- The requesting jurisdiction remains the primary source for status updates on the use and demobilization of resources; SECC Resource Support staff coordinate with ESF partners and vendors to maintain accurate status in CORE.

B. Information flows within the SECC

1. Daily synchronization briefings

- The SECC Manager or designee establishes and maintains a daily battle rhythm that includes a shift change or synchronization (sync) briefing and an internal objectives or planning meeting for each operational period.
- The sync briefing shares key incident developments, SECC priorities, and assignments for the next operational period. Recommended agenda and conduct guidance is provided in [Appendix D-11 SECC Meetings & Briefings Guide](#) reference document.

2. Section-level information sharing

- Each Section Chief (Information Management, Resource Support, Recovery, and others as activated) is responsible for maintaining current status and key issues for their section and for ensuring that significant developments are shared at briefings and captured in CORE.
- Sections will use position logs, status boards, and CORE dashboards to maintain and display current information relevant to their responsibilities.

3. Products supporting the common operating picture

- The Information Management Section leads the development of SECC situation reports (SitReps), Incident Support Plans (ISPs), lifeline status summaries, and other situation products, using PIRs and EEIs as the basis for analysis.
- Draft products are circulated to affected sections and ESF partners for review before release, whenever time allows.
- Final products are posted in CORE and, when appropriate, transmitted to agency leadership and other partners using agreed-upon distribution lists.

4. Information quality and version control

- SECC products should identify the date/time, operational period, and primary data sources used.
- When significant corrections or updates are required, a revised product is issued with a new version number or date/time stamp, and prior versions are clearly marked as superseded.

C. Information sharing with state, federal, NGO, and private partners

1. Notification lists and distribution

- The SECC maintains notification and distribution lists for state agencies, federal partners, tribes, local governments, private utilities, NGOs, and other stakeholders.
- These lists are reviewed and updated at least annually and following major incidents, in conjunction with ESF leads and partner agencies.

2. Methods

- The SECC uses CORE, email lists, scheduled briefings, and, as needed, teleconferences or virtual platforms to share operational information and products with partners.
- Sensitive or For Official Use Only (FOUO) information is shared using approved secure channels and marked appropriately.

3. Coordination with PIO / JIS / JIC

- Operational information gathered through these procedures informs but does not replace the joint information system (JIS) and joint information center (JIC) processes for public messaging.

- The SECC PIO or designated Public Information staff participate in SECC briefings and coordinate with the JIC/JIS to ensure consistency between operational information and public communications.
-

D. Communications discipline during SECC briefings and meetings

1. Briefings vs. meetings

- Briefings are short, focused information-sharing events where designated speakers convey information and participants primarily listen and record key points.
- Meetings are time-bound events designed to discuss issues, develop options, and reach decisions, with active dialogue among participants.

2. Ground rules

- Technology on silent; microphones muted when not speaking, especially in virtual settings.
- Start and end on time; adhere to the published agenda.
- No side conversations during briefings; use plain language and limit acronyms.
- Participants come prepared to listen during briefings and to contribute pertinent information during meetings, as appropriate to the purpose and agenda.

3. Reference

- Detailed guidance for briefing and meeting preparation, facilitation, and attendance expectations is provided in the “Final Briefing and Meeting Agenda Conduct” guidance document, which should be used as a reference by SECC leadership and Section Chiefs when planning and conducting SECC briefings and meetings.
-

E. Maintenance

These procedures will be reviewed and updated as part of the SECC Operations Manual maintenance cycle, including after major incidents, exercises, or technology changes that materially affect information flow or communications methods. Updates should be coordinated with the SECC Manager, Information Management Section Chief, and MT DES PIO to ensure alignment with other SECC and Division plans

D-11: SECC Meetings & Briefings Guide

Ground Rules for All Meetings

Facilitating	Attending
Technology on silent	Technology on silent
Start and end on time	No side conversations
Adhere to the agenda	Take notes as needed
Keep participants on task	Come prepared to participate when called upon
Use plain language (limit acronyms)	Ensure mic is on MUTE if attending remote

SECC Objectives Meeting

Purpose: Develop SECC objectives for the next operational period.

Attendees: SECC Command and General Staff, and other essential personnel deemed appropriate by the SECC Manager

Facilitator: IM/Planning Section Chief or SECC Manager or designee

IM/Planning Section Chief brings this meeting to order, conducts roll call, covers ground rules, and reviews agenda.

1.	IM/Planning Section Chief or Situation Unit Leader conducts situation briefing. Include incident information, key events, actions, decisions, and current status.
2.	IM/Planning Section Chief reviews SECC objectives for CURRENT operational period. Determine if objectives are still valid/required and which, if any, should carry forward to the next operational period SECC-AP.
3.	Discuss the incident's potential for the next operational period.
4.	Review/Develop new SECC objectives (if needed) for the next operational period. Assign to appropriate sections for development of strategies prior to the Strategy Meeting.
5.	Round Robin with Staff: - SECC Manager discusses current response actions, accomplishments, issues & concerns. Resource priorities - Resource Support Chief reviews supply updates, transport, communication issues & concerns. Include resource limitations, ordering process issues - Finance reviews fiscal issues & concerns. Include any cost sharing or accounting issues. - PIO reviews media or public information issues & concerns - LOFR reviews interagency issues & concerns
6.	Review/Update key business processes, which may include: - Resources (process roles & forms, tracking & accountability, availability, approval points) - Financial (funds availability, burn rate, procurement process, spending limits, exception approval, accounting codes) - Documentation (ICS 214, doc box location) - Information flow, to include PIO function
7.	Develop or review/update task assignments for SECC sections to accomplish.
8.	Review, document, and/or resolve status of any open actions.
9.	SECC Manager confirms and approves SECC objectives
10.	Next meeting: SECC Strategy Meeting. Time: _____ Location: _____

Outcome: Updated current operational period objectives, list of draft objectives for the next operational period, defined key SECC procedures, and assigned tasks for strategies meeting.

Ground Rules for All Meetings

Facilitating	Attending
Technology on silent	Technology on silent
Start and end on time	No side conversations
Adhere to the agenda	Take notes as needed
Keep participants on task	Come prepared to participate when called upon
Use plain language (limit acronyms)	Ensure mic is on MUTE if attending remote

SECC Strategy Meeting

Purpose: Develop SECC strategies to support SECC objectives for the NEXT operational period.

Attendees: SECC General Staff, Situation Unit Leader, Resource Unit Leaders, and other essential personnel deemed appropriate by the SECC Manager

Facilitator: Information Management Section Chief or SECC Manager or designee

IM Section Chief brings this meeting to order, conducts roll call, covers ground rules, and reviews agenda.

1.	IM Section Chief or Situation Unit Leader conducts situation brief. Include incident information, key events and actions, and current situation.
2.	SECC Manager reviews the current SECC operations and status not included in the situation report.
3.	Section chiefs review strategies developed by sections to support SECC objectives for the next operational period.
4.	Round Robin with Staff: • SECC Manager discusses current response actions, accomplishments, issues & concerns. Resource priorities • Resource Support Chief reviews supply updates, transport, communication issues & concerns. Include resource limitations, ordering process issues • Finance reviews fiscal issues & concerns. Include any cost sharing or accounting issues. • PIO reviews media or public information issues & concerns • LOFR reviews interagency issues & concerns
5.	Review/resolve any open issues. Review task assignments to each section for completion of the SECC action plan.
6.	SECC Manager confirms and approves SECC strategies
7.	Next meeting: Planning Meeting Time: XX:XX Location:

Outcome: List of final objectives and supporting strategies to accomplish during the NEXT operational period. Prepare for planning meeting.

Ground Rules for All Meetings

Facilitating	Attending
Technology on silent	Technology on silent
Start and end on time	No side conversations
Adhere to the agenda	Take notes as needed
Keep participants on task	Come prepared to participate when called upon
Use plain language (limit acronyms)	Ensure mic is on MUTE if attending remote

SECC Planning Meeting

Purpose: Develop Emergency Operations Center-Action Plan (SECC-AP) for the NEXT operational period.

Attendees: SECC Management Staff, SECC General Staff, and Situation Unit Leader and other personnel deemed appropriate by the SECC Manager.

Facilitator: Information Management Section Chief or SECC Manager or designee

IM Section Chief brings this meeting to order, conducts roll call, covers ground rules, and reviews agenda.

1. SECC Manager provides opening remarks.
2. Situation Unit Leader conducts situation brief. Include incident information, key events and actions, and current status.
3. SECC Manager provides briefing on current operations, resource commitment, contingencies, etc. not included on situation brief.
4. Planning Unit Leader facilitates a group review of the proposed SECC-ISP to ensure accuracy and completeness of the document.
5. Round Robin with Staff:
 - SECC Manager discusses current response actions, accomplishments, issues & concerns. Resource priorities
 - Resource Support reviews supply updates, transport, communication issues & concerns. Include resource limitations, ordering process issues
 - Finance reviews fiscal issues & concerns. Include any cost sharing or accounting issues.
 - PIO reviews media or public information issues & concerns
 - Liaison reviews interagency issues & concerns
6. Planning UL reviews and validates responsibility for any open actions/tasks and management objectives.
7. Planning UL conducts round robin of section and coordination staff members to solicit their final input and commitment to the proposed plan. (support as presented, support with edits, not support)
8. Planning UL requests SECC Manager's approval of the plan. SECC Manager may provide final comments.
9. Planning UL issues any assignments needed completion of the SECC-AP.
10. Planning UL prepares the SECC-ISP using the forms and/or format as described in the SECC Ops Manual or as determined during the planning meeting preparation phase. Sections conduct break out meetings to fill in the information gaps that may exist.
11. Next meeting: SECC Operations Briefing Time: XX:XX Location: SECC

Outcome: Written SECC-Incident Support Plan (ISP)

Ground Rules for All Briefings

Facilitating	Attending
Technology on silent	Technology on silent
Start and end on time	No side conversations
Adhere to the agenda	Take notes as needed
Keep participants on task	Come prepared to listen
Use plain language (limit acronyms)	Ensure mic is on MUTE if attending remote

SECC Operations Briefing

Purpose: To brief the oncoming shift on the Emergency Operations Center-Action Plan (SECC- ISP) and current status of the incident.

Attendees: All incoming and outgoing SECC staff.

Facilitator: Planning Unit Leader, IM Chief or SECC Manager or designee

IM Section Chief opens briefing, covers ground rules and agenda, and takes roll call of SECC personnel (incoming and outgoing shift).

1. SECC Manager provides remarks.
2. Situation Unit Leader conducts situation briefing. Include initial incident information, key events during the operational period, and current incident status.
3. Planning UL/IM Chief provides an overview of the SECC-ISP. Include any changes from published copy.
4. Round Robin with Staff:
 - SECC Manager discusses current response actions, accomplishments, issues & concerns
 - Resource Support reviews supply updates, transport, communication issues & concerns
 - Finance reviews fiscal issues & concerns
 - PIO reviews media or public information issues & concerns
 - Liaison reviews interagency issues & concerns
5. Review business processes:
 - Resources (process roles & forms, tracking & accountability, availability, approval points)
 - Financial (fund availability, burn rate, procurement process, spending limits, exception approval, accounting codes)
 - Documentation (ICS 214, doc box location)
6. Planning UL/IM Chief solicits final comments and adjourns briefing.
7. Outgoing section chiefs conduct individual break out meetings with the incoming section chiefs to complete the process.
8. Next meeting: SECC Objectives Meeting. Time: XX:XX Location:

Outcome: Change of shift and execute SECC-ISP

Ground Rules for All Meetings

Facilitating	Attending
Technology on silent	Technology on silent
Start and end on time	No side conversations
Adhere to the agenda	Take notes as needed
Keep participants on task	Come prepared to participate when called upon
Use plain language (limit acronyms)	Ensure mic is on MUTE if attending remote

SECC Synchronization (Sync) Briefing

Purpose: To brief the day's events on the Incident and SECC operations to oncoming shift personnel and ESF partners

Attendees: All incoming and outgoing SECC staff, ESF partners, other stakeholders.

Facilitator: Information Management Section Chief

IM Section Chief opens briefing, covers ground rules and agenda

1. SECC Manager provides remarks.
2. SECC Liaison gives an **incident** situation briefing for the day's events and briefs the **local** plan for the next operational period
3. Situation Unit Leader conducts **SECC** situation briefing which includes any additional incident information, key events during the operational period, and any concerns for the next operational period.
4. Planning UL/IM Chief provides an overview of the SECC-ISP. Include any changes from published copy.
5. Staff Briefing:
 - SECC Manager briefs current response actions, accomplishments, issues & concerns
 - Resource Support briefs supply updates, transport, communication issues & concerns
 - Finance briefs fiscal issues & concerns
 - PIO briefs media or public information issues & concerns
 - Liaison briefs interagency issues & concerns
6. ESF / Partner Briefing:
 - Round robin with ESF partners. Give a short report out of relevant events (1–2 key issues impacting the lifelines) and any concerns for the next operational period. If nothing to add – state “nothing to add at this time” when called on.
7. Review business processes:
 - Resources (process roles & forms, tracking & accountability, availability, approval points)
 - Financial (fund availability, burn rate, procurement process, spending limits, exception approval, accounting codes)
 - Documentation (ICS 214, doc box location)
8. Planning UL/IM Chief solicits final comments and adjourns briefing.
9. Next meeting: SECC Objectives Meeting. Time: XX:XX Location:
10. Outgoing section chiefs conduct individual break out meetings with the incoming section chiefs to complete the process.

Outcome: pertinent daily information shared to support the SECC-AP