
Base Plan

1. Purpose, Scope, Situation, and Assumptions

1.1 Purpose:

The Madison County Emergency Operations Plan ("this plan") establishes the concept of operations and primary functions for managing disasters and emergencies in Madison County, Montana including the Towns of Ennis, Sheridan, Twin Bridges, and Virginia City. This plan provides an overview of the Madison County approach to emergency operations and serves as the foundation for standard operating procedures and other agency documents. The primary audience is the local elected officials, department heads, and other agency leaders.

The local governments of Madison County recognize their responsibilities to their citizens to manage disasters as effectively and efficiently as possible. Given the uncertainty of disasters, this plan lays the framework for an all-hazard approach and guides the coordination of multi-agency efforts. Functional annexes describe the operations for particular functions that maybe performed. Hazard-specific annexes supplement the basic plan and provide more hazard-specific details and information. Departmental and jurisdictional standard operating procedures and policies additionally supplement the actions and functions identified here and are the responsibility of the individual entities to initiate and maintain.

In order to perform effective emergency operations, Madison County first responders and the supporting agencies need to have a clear understanding of their expected roles and responsibilities. The Madison County Emergency Operations Plan will follow several basic concepts:

- Be simple and easy to comprehend.
- Be intuitive in nature and use.
- Be specific enough to be effective but not overwhelming in complexity.
- Follow good Incident Command System (ICS) and National Incident Management System (NIMS) practices.

1.2 Scope:

The Madison County Emergency Operations Plan applies to all incidents, emergencies, and disasters within the county area of Madison County, Montana, including incorporated towns, when activated by the Madison County Director of Emergency Management or the Principal Executive Officers of the local governing body. The definitions follow:

- **Incident:** An event or occurrence, caused by either an individual or by natural phenomena, requiring action by disaster and emergency services personnel to prevent or minimize loss of life or damage to property or natural resources. The term includes the imminent threat of an emergency (MCA 10-3-103 (8)(a))
- **Emergency:** The imminent threat of a disaster causing immediate peril to life or property that timely action can avert or minimize. (MCA 10-3-103 (7))
- **Disaster:** The occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or artificial cause, including tornadoes, windstorms, snowstorms, wind-driven water, high water, floods, wave action, earthquakes, landslides, mudslides, volcanic action, fires, explosions, air or water contamination requiring emergency action to avert danger or damage, blight, droughts, infestations, riots, sabotage, hostile military or paramilitary action, disruption of state services, accidents involving radiation byproducts or other hazardous materials, outbreak of disease, bioterrorism, or incidents involving weapons of mass destruction. (MCA 10-3-103 (3))

This plan applies to the following entities responding to a disaster, emergency, or incident in Madison County:

- All County Departments
- All Town Departments
- Fire Departments/Districts
- Law Enforcement Entities
- Water and Sewer Districts
- Ambulance Services

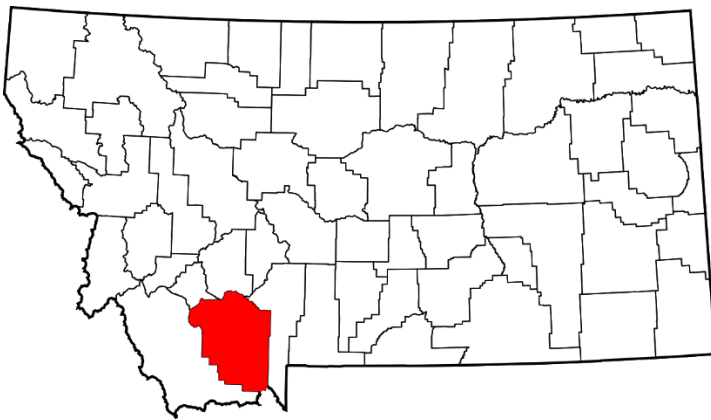
- Hospitals
- Quick Response Units
- Search and Rescue Schools
- Utility Companies
- Voluntary Organizations
- Mutual Aid Agencies
- State and Federal Agencies

1.3 Situation Overview

Madison County, located in southwest Montana as shown in Map 1.3A, covers 3,587 square miles. The Madison and Ruby Valleys, within Madison County, are surrounded by several mountain ranges and are marked by pristine rivers, creeks, and stream. The Madison River flows from Quake Lake in southern Madison County north past Ennis into neighboring Gallatin County, forming the Madison Valley. The Ruby River starts high in the Snowcrest Mountain Range and flows north to Twin Bridges where it comes together with the Beaverhead and Big Hole Rivers to form the Jefferson River. Mountain ranges within Madison County include the Tobacco Root, Snowcrest, Gravelly, Ruby, and Madison Ranges. Elevations range from about 4,300 feet in the valleys to over 11,300 feet in the mountains.

Madison County is bordered on the north by Silver Bow and Jefferson Counties, on the east by Gallatin County, and on the west and south by Beaverhead County. A small border with Idaho can be found in the southeast corner of the county.

Map 1.3A Madison County's Location within Montana



Madison County, Montana is rich in history and provides numerous recreational, cultural, and agricultural activities for residents and visitors alike. Within Madison County are four incorporated communities: Sheridan, Twin Bridges, and Virginia City. Map 1.3B shows the features and communities of Madison County. Table 1.3C provides statistics for the communities listed as census places. Virginia City serves as the county seat. Note that significant seasonal population increases are common. Approximately 25% of the population is under the age of 18 and 17% is 65 years or older, with an even higher percentage of those over 65 in places like Sheridan and Ennis.

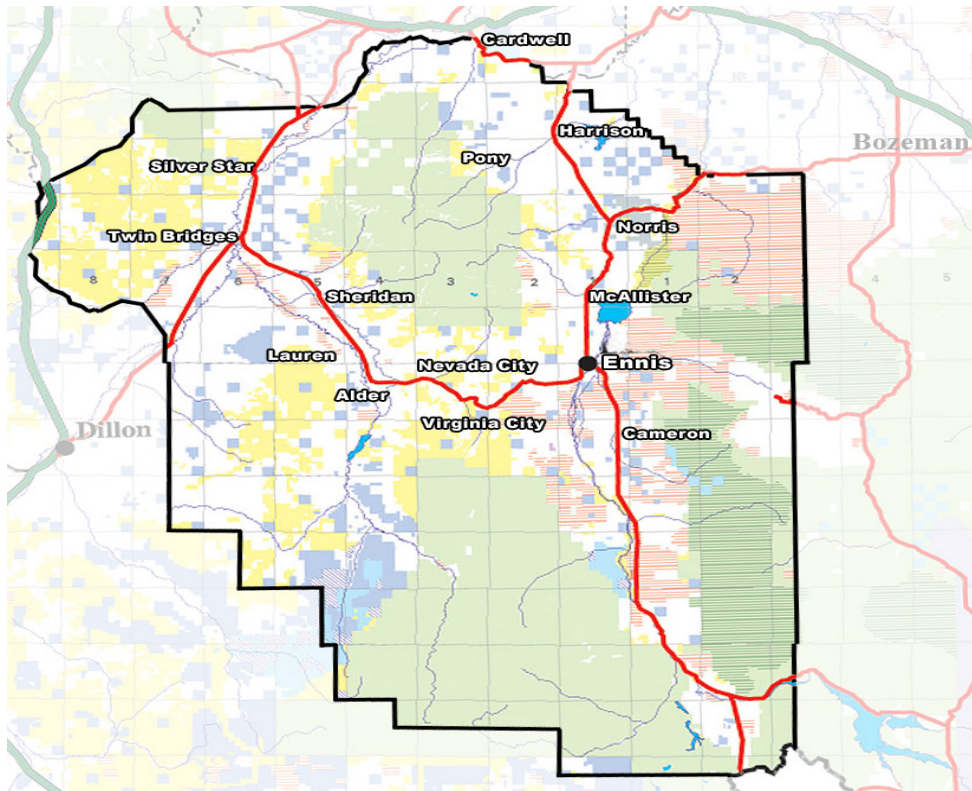
Table 1.3B Community Information

Name	Type	Population*	Primary Roadways	Significant Water Bodies
Madison County	County	7,691~	US-287, MT-287, MT-41, MT-64	Madison River , Ruby River, Beaverhead River, Big Hole River
Alder	Unincorporated	103	MT-287	Ruby River
Big Sky	Unincorporated	2,308"	MT-64	None
Ennis	Town	838	US-287, MT-287	Madison River, Ennis Lake
Harrison	Unincorporated	137	US-287	Willow Creek, Willow Creek Reservoir
Pony	Unincorporated	118	Route 283	North Willow Creek
Sheridan	Town	642	MT-287	Mill Creek
Twin Bridges	Town	375	MT-41, MT-287	Ruby River , Beaverhead River, Big Hole River
Virginia City	Town	190	MT-287	Alder Gulch
Silver Star	Unincorporated	278	MT-41	Jefferson River

*Source: US Census Bureau, 2010.

~ includes all incorporated and unincorporated communities.

Map 1.38C



1.3.1 Hazard Analysis Summary

A detailed hazard analysis was conducted in 2017 for Madison County and the incorporated towns for the Pre-Disaster Mitigation Plan. A summarization of this analysis by hazard follows in Table 1.3.1 A. The priority ratings are based on the probability and impacts of a likely event and vary by jurisdiction.

Table 1.3.1A Madison County Hazard Analysis Summary

	Communicable Disease	Drought	Earthquake
Probability	Moderate	Moderate-High	Low-Moderate
Magnitude	Up to Phase 6 Pandemic	Up to D4 Drought (Exceptional)	Up to 7.5 Richter magnitude
Impacts	Population, Economy	Economy	Critical Facilities, Infrastructure, Structures, Population, Economy
Warning	Hours to Months	Weeks to Months	None
Locations	Countywide	Countywide	Countywide
Highest Risk Areas	Urban Settings, Care Facilities, Schools	Rural , Agricultural Areas	Downtown Areas
Potential Size	Single Facility to Countywide	Valley to Countywide	Community to Countywide
Speed of Onset	Minutes to Weeks	Weeks to Months	Seconds
Duration	Weeks to Months	Months to Years	Seconds to Minutes
Priority	High, Moderate	Moderate	High

Table 1.3.1A Madison County Hazard Analysis Summary (continued)

	Flood	Hazardous Material Release	Landslide and Avalanche
Probability	Moderate-High, Moderate, Low-Moderate	Moderate-High, Moderate	Low-Moderate, Low
Magnitude	100+ year and flash floods to dam breaks	Mass casualties	Mass casualties
Impact	Critical Facilities, Infrastructure, Structures, Population , Economy	Population, Economy	Population
Warning	Minutes to Hours	None to Hours	None to Hours
Locations	Generally along rivers and streams	Generally along highways	Generally on slopes of 25- 45 degrees
Highest Risk Areas	Twin Bridges and along the Big Hole, Beaverhead and Jefferson Rivers	Along US-287, MT-84, and MT-41	National Forest lands
Potential Size	Community to Countywide	Localized to Community-wide	Localized
Speed of Onset	Minutes to Days	Seconds to Hours	Seconds
Duration	Hours to Days	Hours to Months	Seconds to Minutes
Priority	High, Moderate	High, Moderate	Low

Table 1.3.1A Madison County Hazard Analysis Summary
 (continued)

	Severe Thunderstorm and Strong Wind	Structure Collapse	Terrorism and Civil Unrest
Probability	Moderate-High	Low	Low
Magnitude	Wind to 100 mph, Hail to 2 inches	Mass casualties	Mass casualties
Impact	Infrastructure , Structures, Population	Structures, Population, Economy	Population, Economy
Warning	Seconds to Hours	None	None
Locations	Countywide	Countywide	Countywide
Highest Risk Areas	Unsheltered areas, in mobile homes, and in vehicles	Structures not meeting building code standards	High-profile events
Potential Size	Community to Valley-wide	Localized	Localized to Countywide
Speed of Onset	Seconds	Seconds to Minutes	Seconds to Hours
Duration	Minutes to Hours	Seconds	Seconds to Days
Priority	High	Moderate	Low

-Table 1.3.1A Madison County Hazard Analysis Summary (continued)

	Transportation Accident	Volcano	Wildfire
Probability	Moderate, Low-Moderate	Low	Moderate, Low-Moderate
Magnitude	Mass casualties	Up to several inches of ash	Up to hundreds of thousands of acres
Impact	Population, Economy	Population	Critical Facilities, Infrastructure, Structures, Population, Economy
Warning	None	Minutes to Days	Minutes to Days
Locations	Countywide	Countywide	Countywide
Highest Risk Areas	Near airports and along US-287, M T-84, and MT-41	Structures not meeting building code standards	Near National Forest lands
Potential Size	Localized	Community to Countywide	Localized to Community-wide
Speed of Onset	Seconds to Minutes	Minutes to Days	Minutes to Days
Duration	Seconds	Hours to Weeks	Hours to Weeks
Priority	Moderate, Low	Low	High, Moderate, Low

Table 1.3.1 A Madison County Hazard Analysis Summary (continued)

	Winter Weather
Probability	Moderate-High
Magnitude	Up to blizzard conditions
Impact	Infrastructure, Population, Economy
Warning	Hours to Days
Locations	Countywide
Highest Risk Areas	Mountain passes and rural areas
Potential Size	Community-wide to Countywide
Speed of Onset	Minutes to Hours
Duration	Hours to Days
Priority	High, Moderate

Vulnerabilities to the hazards include critical facilities, infrastructure, structures, the general population, special needs populations, and values such as economic, ecologic, historic, and social. Please refer to the Madison County Pre-Disaster Mitigation Plan for more information on this analysis. Map 1.3.1B shows the distribution of structures and public lands in the county.

1.3.2 Capability Assessment

Madison County is primarily rural with a permanent resident population of approximately 7,691 and an area of 3,587 square miles. With much of the population spread throughout small communities across the county, and some in remote areas, emergency response can be difficult. Table 1.3.2A lists the emergency response resources of the county. The large majority of first responders in Madison County are volunteers. Figure 1.3.2B shows an organizational chart of county government developed for the Big Sky Joint Emergency Operations Plan by the Big Sky Terrorism Prevention Consortium in March 2005.

Table 1.3.2A Madison County Emergency Response Resources

Type	Resources
Emergency Management	Madison County Department of Emergency Services: 1 full-time position
911 / Dispatch Communications	Madison County Communications Center
Law Enforcement	Madison County Sheriff’s Office Ennis Police Department Gallatin County Sheriff’s Office (for Big Sky area)
Fire Services	Madison County Fire Warden Alder Fire Department Big Sky Fire Department Harrison Fire Department Madison Valley Rural Fire District Sheridan Volunteer Fire Department Twin Bridges Fire Department Virginia City Rural Fire District Yellowstone Club Fire Department

Ambulance Services	Ennis Ambulance Ruby Valley Ambulance Service Big Sky Fire Department
Search and Rescue	Madison County Search and Rescue, Madison Unit Madison County Search and Rescue, Ruby Unit
Quick Response Units	Twin Bridges
Mutual Aid	Madison County is part of the Montana Mutual Aid system; the closest out - of-county resources (depending on the incident location) are: Gallatin County, Jefferson County, Butte-Silver Bow, and Beaverhead County, Montana and Freemont County, Idaho.

Based on input from the jurisdictions, the greatest response limitations are:

- Personnel/Time - most resources are composed entirely of volunteers maintaining full-time jobs
- Training - training opportunities are limited due to the rural nature of the county
- Equipment - much of the response equipment is older and reaching the end of its useful life span
- Access - given the rural nature of much of the county, accessing rural residents can be challenging for response agencies, including locked gates and unmarked driveways
- Communications - many areas lack dispatch/responder radio coverage
- Geography - the large geographic area with mountain ranges and limited road networks results in long response distances
- Weather - the region experiences a wide variety of weather extremes, including extreme cold and strong winds, that can challenge responders

1.3.3 Mitigation Overview

Mitigation, actions taken to reduce the impacts of a disaster before it happens is outlined in detail in the Madison County Pre-Disaster Mitigation Plan. This plan is updated, at a minimum, every five years by the Madison County Local Emergency Planning Committee. Most mitigation activities in Madison County are being implemented through land use regulations such as those for subdivisions. The US Forest Service conducts regular fuel reduction projects in the county. Public education programs, particularly for earthquake, flood, and wildfire, are proposed and to a limited extent, are being implemented.

1.4 Planning Assumptions

- An incident, emergency, or disaster occurs that requires the activation of this Emergency Operations Plan.
- Some local government entities are unaffected enough by the disaster to respond.
- This plan should, with some modification of existing procedures or techniques, apply to all hazards.
- Not all aspects of this plan may be required and activation will depend on the situation.
- Limited resources within the county are available to respond.
- This plan and its annexes cannot specifically address actions for all possible events.
- This plan is only as effective as the understanding of the plan by those who will be implementing it. The intent of the plan is to form the framework around which emergency response to specific situations may be tailored. Individual jurisdictions and agencies must prepare amplifying procedural guidance for their personnel that supports and amplifies the provisions set forth in this Emergency Operations Plan.

2. Concept of Operations

2.1 Plan Activation

The Madison County Emergency Operations Plan is activated by the Madison County Director of Emergency Management, Principal Executive Officers, or upon declaration of a disaster or emergency. According to state law, the Principal Executive Officer is "the mayor, presiding officer of the county commissioners, or other chief executive officer of a political subdivision." (MCA 10-3-103 (10))

Upon activation of the Emergency Operations Plan, the following entities should be notified, usually by the Madison County Director of Emergency Management (see Tab A, Local Government Disaster Information Manual (LGDIM}), available on the Montana DES website) :

- Principal Executive Officer(s) of the affected jurisdiction(s)
- Madison County Director of Emergency Management
- Madison County Communications Center/County (24 hour) Warning Point
- Montana Disaster and Emergency Services Duty Officer

2.2 Disaster and Emergency Declarations

Depending on the nature and extent of the incident, a local disaster declaration or emergency proclamation may be issued. These declarations can only be issued by the Principal Executive Officer by order or resolution. (MCA 10-3-402, 403) See the LGDIM (available at the DES office or the Montana DES website) for declaration templates. State disaster and emergency declarations may similarly be issued by the Governor and federal major disaster and emergency declarations are made by the President.

Local Emergency Proclamation: An emergency proclamation may be issued by order or resolution whenever the principal executive officer determines there is an emergency. An emergency proclamation may terminate with a disaster declaration or when the principal executive officer determines that the emergency no longer exists. (MCA 10-3-402 (1) (2)) An emergency is the imminent threat of a disaster causing immediate peril to life or property that timely action can avert or minimize. (MCA 10-3-103 (7))

Local Disaster Declaration: A disaster declaration may be issued by order or resolution whenever the principal executive officer determines a disaster is occurring or has occurred. A disaster declaration may be terminated when the principal executive officer determines that the disaster conditions no longer exist. (MCA 10-3-403 (1) (2)) A disaster is the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or artificial cause, including tornadoes, windstorms, snowstorms, wind-driven water, high water, floods, wave action, earthquakes, landslides, mudslides, volcanic action, fires, explosions, air or water contamination requiring emergency action to avert danger or damage, blight, droughts, infestations, riots, sabotage, hostile military or paramilitary action, disruption of state services, accidents involving radiation byproducts or other hazardous materials, outbreak of disease, bioterrorism, or incidents involving weapons of mass destruction. (MCA 10-3-103 (3))

2.3 Emergency Operations Center

There are two Emergency Operations Center in Madison County. The Ruby Valley EOC is located at the Alder Volunteer Fire Department 29 Upper Ruby Rd, Alder MT. 59710. The Madison Valley EOC is located at the Madison Valley Rural Volunteer Fire Department Station #1 5035 US Hwy 287 N, Ennis MT. 59729. Both EOC facilities utilize augmented communications equipment provided by the Madison County Department of Emergency Management.

The Emergency Operations Center (EOC) serves as the central facility coordinating multiple incidents or large incidents within the county. The EOC is an information and resource coordination center that supports incident management activities. The EOC conducts strategic planning and supports incidents through requests for state and federal assistance. The local elected officials and other responsible agencies coordinate operations from the EOC, including coordination of resources within the county and coordination with neighboring jurisdictions. When the EOC is not opened, coordination occurs through Incident Command or Unified Command, generally at the Incident Command Post (ICP).

The activation of the Madison County Emergency Operations Center will be situationally dependent. Given a very limited number of personnel resources, EOC positions will be filled as needed. The activation may only require the Director of Emergency Management or may involve multiple partners and section chiefs to coordinate resources and requests.

2.4 Local Assistance

In the event of a disaster, the county and municipalities may protect lives and properties using whatever local resources are available and necessary. Local governing bodies may levy up to 2 mills for emergency and disaster expenditures such as overtime pay, equipment usage, and contract work before state assistance can be provided. (MCA 10-3-405) If needed, the county Emergency Operations Center will be activated to coordinate response and recovery efforts and track expenditures.

Local government may request assistance from the next level of government after its resources have been expended and/or are clearly inadequate to cope with the effects of the disaster. Should local resources be exhausted, mutual aid from neighboring counties and state and federal assistance can be requested, but ultimately, the response is coordinated and implemented at the local government level and is supplemented by mutual aid, state, and federal resources. State and federal resources must be specifically requested by the Director of Emergency Management or through the Madison County EOC, unless stated otherwise in written interagency agreements.

2.5 State Assistance

The State of Montana may provide emergency response resources requested by the Madison County Emergency Operations Center or the Director of Emergency Management via verbal requests to the state Emergency Coordination Center or Disaster and Emergency Services (DES) duty officer when a disaster or emergency declaration is pending or declared. Emergency assistance requests may also be included in the Remarks section of the Situation Report submitted to the state (see the Montana Local Disaster Information Manual for more information).

For disaster recovery assistance, the local governing body requests assistance from the Governor through a detailed letter and a copy of the emergency or disaster declaration. This letter is submitted to the Governor through Montana Disaster and Emergency Services. Specific resources are requested by the Madison County Director of Emergency Management or local EOC to the state Emergency Coordination Center, the DES duty officer, or the recovery officer.

Once the requested resources are delivered to the county, the local Emergency Manager or EOC is responsible for tracking, coordinating, and implementing those resources. Financial assistance is provided by the Governor's Emergency and Disaster Fund. The State Coordinating Officer is the Department of Military Affairs, Disaster and Emergency Services Division Administrator or his/her designee.

2.6 Federal Assistance

When both local and state resources are exhausted, the Governor may declare a state emergency or disaster, through an Executive Order, and submit a request to the President, through Federal Emergency Management Agency (FEMA) - Region VIII, for federal assistance. Several types of assistance are available and are dependent on the type and severity of the situation. Descriptions of some of the types of assistance follow. The Federal Coordinating Officer is a representative from the Department of Homeland Security (DHS) that coordinates all federal assistance, in the Presidential Declaration, with state and local governments and private relief organizations. Following a Presidential Declaration, a joint state-federal Disaster Field Office (DFO) is set up.

Federal Emergency Declaration: A federal emergency declaration may be issued for any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. (US Public Law 93-288)

Federal Major Disaster Declaration: A major disaster may be declared for any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (US Public Law 93-288)

2.6.1 Presidential Major Disaster Declarations

Individual Assistance (IA)

Individual Assistance primarily involves disaster recovery for individuals. The forms of assistance typically available include low-interest loans for homeowners or businesses, cash grants, temporary housing, veteran benefits, tax refunds, excise tax relief, unemployment benefits, crisis counseling, and legal counseling.

Public Assistance (PA)

Public Assistance provides for the recovery of government infrastructure and services. This program typically funds the repair, restoration, reconstruction, or replacement of a public facility or infrastructure damaged or destroyed by a disaster and other items such as debris removal and emergency protective measures. The categories are as follows:

Category A	Debris Clearance
Category B	Protective Measures
Category C	Bridge and/or Road Systems
Category D	Water Control Facilities
Category E	Public Buildings and Related Equipment
Category F	Public Facilities
Category G	Facilities Under Construction
Category H	Other Damages (not included in the above categories)

Hazard Mitigation Assistance

Hazard Mitigation Assistance, through the Hazard Mitigation Grant Program and others, funds measures designed to reduce future losses to public and private property. This assistance is managed by the state and is available to all communities in the state, not just those affected.

2.6.2 Federal Emergency Declarations

An Emergency Declaration is more limited in scope than a major disaster declaration and does not provide the long-term federal recovery programs. Generally, federal assistance and funding are provided to meet a specific emergency need, such as snow plowing, or to help prevent a major disaster from occurring.

2.6.3 Fire Management Assistance Declarations

A Fire Management Assistance Declaration, formerly known as a fire suppression assistance declaration, allows for assistance when a fire or fire complex threatens such destruction as would constitute a major disaster. This program is also managed by FEMA.

2.6.4 Other Declarations

Depending on the type of disaster, federal assistance may also be requested from and provided by the Small Business Administration and the US Department of Agriculture, among others.

3. Organization and Assignment of Responsibilities

The organization of this plan and the emergency operations of Madison County are of a traditional functional format. Multiple organizations within the county coordinate and work together to perform a particular function or deal with a specific hazard. Flexibility within this system recognizes the limited resources available in Madison County to manage an incident and allows for mutual aid from other jurisdictions and assistance from state and federal agencies.

3.1 Incident Management System

Madison County has designated the National Incident Management System (Homeland Security Presidential Directive, HSPD-5) as the basis for all incident management within the county through Resolution #18-2005. Responders and all other personnel involved in public safety or emergency management must make themselves familiar with the provisions of NIMS and make every effort to further its implementation within the county. This system allows for flexibility, consistency, and integration of resources from other jurisdictions. See Section 4, Direction, Control, and Coordination for additional information on the Incident Command System.

3.2 Responsibilities

During times of disaster, government and private entities take on specific roles and responsibilities for managing the disaster - some are statutory, others are not. Each role is important to the broader emergency management picture. The entities listed are not specific to jurisdiction. Therefore, in an emergency, the jurisdiction(s) affected will have the responsibility for these roles, and other non-affected jurisdictions may also be involved through mutual aid. Function-specific and hazard-specific annexes to this plan better define the roles and responsibilities for certain situations.

Even though this document discusses emergency roles and responsibilities, all listed entities have an obligation to prevent, plan for, and prepare for disasters and emergencies as part of their normal, non-emergency responsibilities. All entities listed shall be aware of, trained to, and have the ability to fulfill their designated roles and responsibilities as identified in this plan.

Madison County governmental organizations, public safety, and support entities and any non-governmental organizations providing services to the public are responsible for preparing their own detailed internal checklists, standard operating procedures (SOPs), and procedural guidance in support of this plan. This includes (but is not limited to) schools, health care institutions, retirement homes, transportation companies, large businesses, and any other organizations capable of supplying or requiring such support. While specific responsibilities may vary somewhat depending upon the exact parameters of any incident, certain responsibilities may be identified as inherently part of certain positions or departments within the county and town organizations.

Tables 3.2A and 3.2B list the various organizations and their primary and supporting roles in an emergency.

Table 3.2A Organizational Emergency Responsibilities by Function

	Communications	Continuity of Government	Continuity of Operations	Damage Assessment	Direction and Control	Donations Management	Evacuation	Mass Care	Mass Casualty / Mass Fatality	Public Information	Road Closures	Special Needs	Warning
P = Primary S = Supporting													
Principal Executive Officers		P	P		P		P			P		S	
Emergency Management	P		S	P	P	P	S	P	S	P	S	S	
Communications Center	P	S	S	S	S		S		S	S		S	P
Law Enforcement	P	S		S	P		P		P	S	P	S	P
Fire Departments	S			S	S		P		P	S		S	S
Fire Warden	S			S			S			S			
EMS / Ambulance	S								P	S		S	
Quick Response Units	S						S		S			S	
Search and Rescue	S						S		S	S			S
Public Health							S	P	S	S		P	
Hospitals / Medical Providers									P	S		P	
CERT				S		P	S	S	S	S	S		S
COAD	S			S		P	S	S	S	S		S	
Government Administration		P	P	S	S	S	S	S	S	S	S	S	S
Water and Sewer				S						S			
Street and Road Departments				S					S	S	P		
Utility Providers				S						S			
Schools						S	S	S		S		P	
Veterinary Providers						S	S	S		S			
State / Federal Emergency Mgmt	S			S				S	S	S			
State / Federal Law Enforcement										S	S		
State / Federal Firefighting				S			S			S			
State / Federal Public Health								S	S	S			
State / Federal Transportation											S	S	
Montana National Guard	S						S	S	S	S	S	S	

Table 3.28 Organizational Emergency Responsibilities by Hazard

	Civil Unrest	Dam Failure	Earthquake	Flood	Hazardous Material Release	Hazardous Weather	WMD and Terrorism	Volcano	Wildland Fire
P = Primary S = Supporting									
Principal Executive Officers	S	S	S	S	S	S	S	P	S
Emergency Management	S	P	P	P	P	P	S	P	S
Communications Center	S	S	S	S	S	S	S	S	S
Law Enforcement	P	P	P	P	S	P	P	P	S
Fire Departments		S	P	S	P	S	S	S	P
Fire Warden									P
EMS / Ambulance	S	S	S	S	S	S	S	S	S
Quick Response Units		S	S	S	S	S	S	S	S
Search and Rescue		S	S	S	S	S	S	S	S
Public Health		S	S	S	S	S	S	P	S
Hospitals / Medical Providers	S	S	S	S	S	S	S	S	S
CERT	S	S	S	S	S	S	S	S	S
COAD		S	S	S	S	S	S	S	S
Government Administration		S	S	S	S	S	S	S	S
Water and Sewer		S	S	S		S	S	S	S
Street and Road Departments		S	S	P	S	P	S	S	S
Utility Providers		S	S			P	S	S	S
Schools		S	S	S	S	S	S	S	S
Veterinary Providers		S	S	S	S	S	S	S	S
State / Federal Emergency Mgmt		S	S	S	S	S	S		
State / Federal Law Enforcement	S						P		
State / Federal Firefighting									P
State / Federal Public Health								S	
State / Federal Transportation									
Montana National Guard	S	S	S	S	S	S	S	S	S

3.2.1 All Entities

During Emergency Operations

- When acting as Incident Command, establish an Incident Command Post.
- When acting as Incident Command, establish staging area(s), if necessary.
- When arriving on the scene, check in with Incident Command.
- Maintain a personal log of all decisions, actions, and contacts, including dates and times.
- Carefully track and log all personnel, equipment, and supplies being used for the incident. (See Tab C of the Local Government Disaster Information Manual.)
- Send a representative to the Emergency Operations Center, if requested.
- Request mutual aid, as needed.
- Request additional resources through the EOC, if activated.
- Incorporate mutual aid resources and unaffiliated volunteers, as applicable.
- Maintain readiness to respond to additional incidents that may arise.

Before and After Emergency Operations

- Develop Standard Operating Procedures (SOPs) to support emergency operations and the contents of this plan.
- Train personnel to operate in emergency situations, including representing the agency/organization in the Emergency Operations Center (EOC).
- Maintain accurate personnel rosters, credentials, and contact information.
- Develop procedures and information for mutual aid resources and new volunteers that may assist during an emergency.
- Ensure adequate back-up/ alternate personnel are trained to perform critical functions.
- Ensure adequate supplies and equipment are available for initial disaster response.
- Ensure back-up systems are in place for critical plans, data, and information, including hard copies where applicable.
- Educate the public on preparedness and hazard mitigation activities.
- Participate in emergency exercises and disaster drills, including after action sessions/critiques.
- Participate in Emergency Operations Plan updates.

3.2.2 Principal Executive Officers/ Local Elected Officials

- Provide guidance and overview and develop policies in support of the emergency operation, as training and knowledge allow, but recognize your role is not operational. (See Tab B of the Local Government Disaster Information Manual (LGDIM).)
- Declare emergencies and disasters through orders or resolutions. (MCA 10-3-402, 403) {See Tab F and Attachments, LGDIM}
- Leverage emergency funding, up to 2 mils.
- Direct and compel the evacuation of all or part of the population, if necessary. (MCA 10-3-406)
- Control the ingress and egress to and from an emergency or disaster area, if necessary. (MCA 10-3-406)
- Review and sign necessary documents and agreements.
- Actively participate in Emergency Operations Center and/or Unified Command activities, as requested.
- In concert with Emergency Management, coordinate with State and Federal officials.
- In coordination with the Public Information Officer, provide information to the media.

3.2.3 Emergency Management

- Advise and assist the Principal Executive Officers/ Local Elected Officials in the performance of their emergency duties.
- Request or recommend declarations of evacuation, emergency, and/or disaster to the local governing body, as appropriate.
- Carry out responsibilities as directed by the Board of Commissioners.
- Maintain communications with Incident Command Post(s).
- Field and fulfill resource requests until the Emergency Operations Center (EOC) is activated.
- Request state and/or federal assistance, as needed.
- Activate the EOC, if necessary.
- Identify and contact personnel needed to staff EOC positions, if necessary.
- Identify and contact private organizations needed to support EOC functions, if necessary.
- Initiate resource management and tracking.
- Coordinate with state and federal agencies and businesses, as needed.
- Develop and transmit, preferably written but maybe verbal, situation reports for Montana DES and others.
- Through the EOC, coordinate community-wide damage assessments and evaluation of damaged structures.
- Designate a Public Information Officer in coordination with Incident Command.
- Through the Incident Commander, Public Information Officer, or designee, ensure warning messages and disaster information are distributed to the media and private citizens, as appropriate.
- Establish a Joint Information Center, if needed.
- Establish a public information hotline/ electronic media, if needed.
- Maintain documentation necessary for reimbursement requests.
- Supervise and coordinate disaster recovery.

3.2.4 Communications Center

- Alert and dispatch local emergency responders.
- Field and prioritize 911 calls.
- Receive and document field reports and relay information.
- Receive weather alerts from the National Weather Service and notify responders and other agencies, as appropriate.
- Coordinate communication channel usage.
- Dispatch additional resources, as requested by Incident Command or event protocols.
- Initiate activation of the Emergency Alert System (EAS), as requested by Incident Command or Emergency Management Director.
- Implement reverse calling procedures, as requested by Incident Command or the Emergency Management Director.

3.2.5 Law Enforcement / Including Montana Highway Patrol

- Secure and control access to affected areas (i.e. perimeter control, evacuation routes).
- Maintain civil authority.
- Request or recommend declarations of evacuation, emergency, and/or disaster to the local governing body, as appropriate.
- Disseminate information on hazardous conditions to the Communications Center, other responders, and those at risk.
- Disseminate and implement evacuation orders.
- Supervise auxiliary forces, as needed.
- Support search and rescue efforts.
- Investigate criminal activities related to the disaster.
- Provide coroner services, if needed.
- Release public information regarding incident fatalities.
- Assist the local health board and local health officer in enforcing isolation and quarantine orders. (MCA 50 -2-116)
- Serve as the link to the Montana All Threat Intelligence Center (MATIC).
- Provide Critical Infrastructure and Key Resource (CIKR) protection.

3.2.6 Fire Departments

- Extricate and rescue victims.
- Control hazardous material releases and coordinate with Emergency Management.
- Provide wildland and structural fire suppression.
- Provide emergency medical assistance.
- Establish safe perimeters around the incident scene and deny entry to unauthorized persons.
- Disseminate information on hazardous conditions to the Communications Center, other responders, and those at risk.
- Assist with evacuations.
- Investigate the cause of fire s. (MCA 7-33 -2001)
- Request or recommend declarations of evacuation, emergency, and/or disaster to the local governing body, as appropriate.

3.2.7 Fire Warden

- Suppress wildland fires in unprotected areas of the county.
- Request DNRC fire suppression resources or mutual aid, if needed.
- Act as a liaison to the county commissioners for the local fire departments.
- Act as a liaison to Montana DNRC for the county commissioners.

- Request or recommend declarations of evacuation, emergency, and/or disaster to the local governing body, as appropriate.
- Disseminate information on hazardous conditions to the Communications Center, other responders, and those at risk.

3.2.8 Emergency Medical/ Ambulance Services

- Triage victims, if necessary.
- Communicate and coordinate with area hospital/medical providers.
- Stage and treat patients, as needed.
- Transport victims to area hospitals.

3.2.9 Quick Response Units

- Support Fire and Emergency Medical/Ambulance Services.

3.2.10 Search and Rescue

- Coordinate searches for missing persons in non-urban environments.
- Assist Emergency Medical/ Ambulance Services, as requested.

3.2.11 Public Health

- Monitor public health conditions, including disease outbreaks and contamination.
- Provide technical assistance on health and environmental risks, as necessary.
- Request or recommend declarations of evacuation, emergency, and/or disaster to the local governing body, as appropriate.
- Initiate special prevention measures (vaccinations, etc.), if necessary.
- Initiate isolation and quarantine procedures, if necessary. (MCA 50-2-116)
- Act as a liaison between the Principal Executive Officers/ Local Elected Officials and the healthcare community.
- Advise responders on safe drinking water practices, food supplies safe for consumption, and spill clean-up.
- In coordination with the Public Information Officer, develop and disseminate public health information.
- Assist with the location of temporary hospitals, assisted living facilities, and morgues, if necessary.
- Set up government -run shelters and/or mass care services.
- Notify and coordinate with the American Red Cross for shelter and/or mass care services.

3.2.12 Hospitals/ Medical Providers

- Initiate hospital emergency plans.
- Coordinate with Emergency Medical/ Ambulance Services.
- Coordinate with the Public Information Officer on the dissemination of public health information.

3.2.13 Community Emergency Response Teams (CERT)

- Assist neighbors and/or coworkers with light search and rescue, triage, first aid, fire suppression, and other basic emergency services when professional responders are unable to respond.
- Assist with animal rescues and sheltering in coordination with first responders, if needed.
- Support Emergency Management, as training allows.

3.2.14 Coalition of Organizations Active in Disasters (COAD)

- Provide sheltering and mass feeding, as requested.
- Coordinate volunteer organization relief activities, including financial assistance and commodity distribution for victims.
- Manage donations.
- Assist with medical and mental health needs. Assist with community-wide damage assessment s.

3.2.15 Government Administration

- Provide support for the EOC and/or Incident Commanders through individual expertise (legal counsel, accounting, GIS, etc.).
- Provide office space, supplies, equipment, and administrative support, as needed.
- Assist with community-wide damage assessments, as requested.
- Assist with emergency repairs on damaged infrastructure where qualified and requested.
- Resume government services at alternate facilities, if necessary.

3.2.16 Water and Sewer Departments / Districts

- Monitor municipal water supplies and quality.
- Assess damages to water and sewer systems.
- Conduct emergency repairs on damaged water and sewer infrastructure.
- Be prepared to shut down or isolate public utilities and services if threatened with contamination.
- Track usage of government and private/contract equipment.
- In coordination with the Public Information Officer, provide information on water and sewer outages or orders.

3.2.17 Street and Road Departments / Including Montana Department of Transportation

- Assess damages to roadways and bridges.
- Close roadways, as needed.
- Provide information on and signage for street and road closures.
- Recommend transportation alternatives.
- Clear roadways of debris and snow.
- Conduct emergency repairs on damaged roadway and bridge infrastructure.
- Track usage of government and private/contract road equipment.

3.2.18 Utility Providers

- Assess damages to utility production and distribution systems.
- Conduct emergency repairs on damaged utility infrastructure.
- Be prepared to shut down services if threatened or pose an additional hazard, such as natural gas lines.
- In coordination with the Public Information Officer, provide information on utility outages.

3.2.19 Schools

- Assess damages to school facilities.
- Allow shelters, staging areas, distribution points, and/or recovery centers be established at school facilities, if requested.
- Determine school operating status in coordination with the Incident Commander and/or EOC. Provide buses and drivers, as requested.
- In coordination with the Incident Commander, Public Information Officer, or designee, provide information on school closures and incidents.

3.2.20 Veterinary Providers / Including Montana Department of Livestock

- In coordination with the Public Information Officer, provide emergency information for livestock and pet owners.
- Identify animal sheltering locations.
- Provide guidance on animal specific issues to the EOC.
- Monitor for animal and agricultural disease outbreaks.
- Implement livestock or animal quarantine procedures, as needed.

3.2.21 State and Federal Emergency Management Entities / Including Montana DES and FEMA

- Assist local emergency management officials, as needed.
- Provide direct support and coordinate with local emergency management on state and federal entities affected by the incident.
- Support responders and emergency management through regional and statewide knowledge of possible mutual aid resources such as incident management teams.
- Fulfill emergency requests for resources.
- Establish a Disaster Field Office following a federal disaster declaration.
- In coordination with the Public Information Officer, provide information on state and federal disaster assistance.

3.2.22 State and Federal Law Enforcement Entities / Including Montana Department of Criminal Investigation (DCI) and Federal Bureau of Investigation (FBI)

- Assist local law enforcement with investigations, as requested.
- Maintain the Montana All Threat Intelligence Center (MATIC).
- Provide public information on non-localized homeland security threats.
- In coordination with the Public Information Officer, provide information on localized homeland security threats.

3.2.23 State and Federal Firefighting Entities / Including Montana Department of Natural Resources and Conservation (DNRC), US Forest Service (USFS), and US Bureau of Land Management (BLM)

- Provide wildland and structural fire suppression on state and federal lands.
- Coordinate with and support suppression efforts on adjacent and nearby private lands.
- In coordination with the local Public Information Officer, if established, provide information on fires located on state or federal lands.

3.2.24 State and Federal Public Health Entities / Including the Montana Department of Public Health and Human Services (DPHHS) and the Montana Department of Environmental Quality (DEQ)

- Assist local public health officials, as requested.
- Conduct laboratory and environmental testing, as needed.
- Provide public information on non-localized communicable disease threats.

3.2.25 State and Federal Transportation Entities Including the Federal Aviation Administration (FAA) and the National Transportation Safety Board (NTSB)

- Investigate significant transportation accidents.
- In coordination with the Public Information Officer, provide information on transportation incidents within their jurisdiction.

3.2.26 Montana National Guard

- Support local law enforcement efforts, as requested.
- Provide support to Emergency Management, as needed.

3.3 Mutual Aid

Madison County has an informal mutual aid agreement within the county. Beyond the county jurisdictions, however, Montana has an intrastate mutual aid system as documented in MCA 10-3-9; Madison County is a member. Montana is also a member of the national Emergency Management Assistance Compact. Resources received through mutual aid are to be integrated into the incident management system. Responding mutual aid partners retain command control of their resources but are under the operational control of the receiving jurisdiction. Additional information for fire and other resources can be found in the Montana Fire Services' Mutual Aid, Command, and Field Operations Guide.

Verbal or written requests for assistance, other than law enforcement or fire resources, must be made by the presiding officer of the governing body, chief executive officer, or the chief executive officer's designee. Verbal requests must be confirmed in writing within 30 days. (MCA 10-3-907) The responding resources are to be reimbursed by the requesting jurisdiction unless the services are donated. (MCA 10-3-910)

Other mutual aid agreements include:

- Fire Mutual Aid (MCA 10-3-9 and MCA 10-3-209).
- Law Enforcement Mutual Aid (MCA 44-11-101).
- Montana Healthcare Mutual Aid System.
- Madison County Automatic Aid Agreement - allows the Madison County Communications Center to automatically dispatch neighboring fire districts to "significant" fire events.
- Initial Attack Mutual Aid Agreement - outlines cooperative fire efforts between Madison County and the Montana Department of Natural Resources and Conservation.

3.4 Resource Management

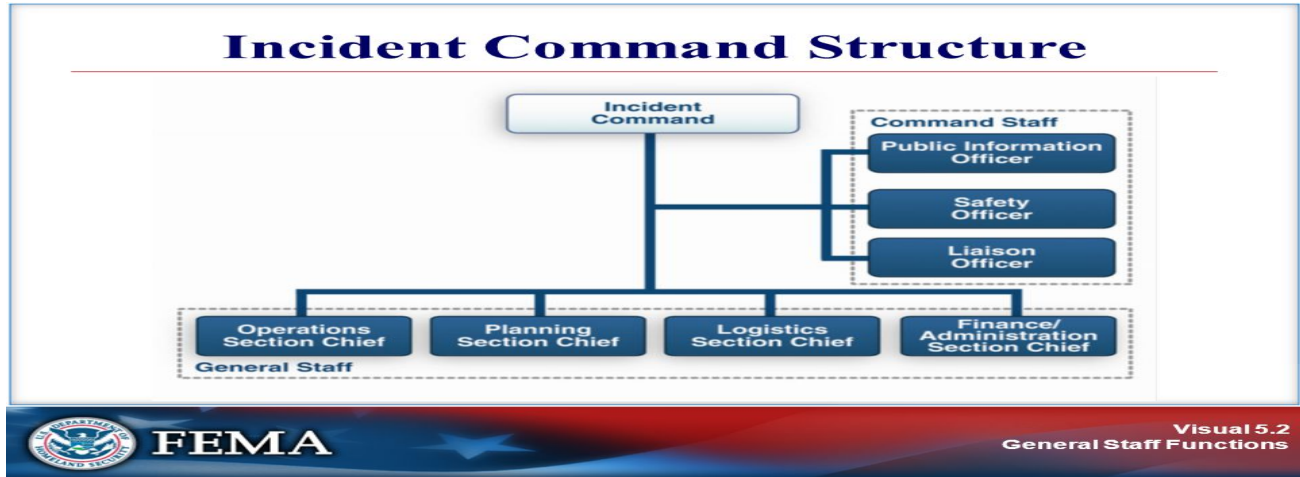
During small scale incidents, resource management is the responsibility of the Incident Command or Unified Command. Upon activation of the Emergency Operations Center (EOC), resources will be requested, coordinated, and tracked by the EOC. When additional resources are needed, the specific items will be requested through local mutual aid and private partners. When those resources are exhausted and a local disaster has been declared or is pending, specific requests (including kind and type) will be made to the Montana Emergency Coordination Center or the DES Duty Officer by the Director of Emergency Management or the Emergency Operations Center. Once the requested resource is received, the item will be tracked by the EOC's Planning Section using an easily maintainable and accessible system and mobilized by the Operations and/or Logistics Sections. The Finance/Administration Section is responsible for tracking any expenditures or requests that may require reimbursement. All resources used in the disaster are to be tracked until they are demobilized and recovered or expended.

A resource list is maintained by the Madison County Department of Emergency Management. This list contains information on resources that may be needed in a disaster or emergency and contact information for the various vendors, suppliers, or agencies that may be able to provide them.

4. Direction, Control, and Coordination

Emergency response in Madison County is to be managed using the Incident Command System (ICS). ICS is a readily expandable, yet standardized on-scene incident management concept designed specifically to allow responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries. The ICS enables integrated communication and planning by establishing a manageable span of control and divides an emergency response into five manageable functions essential for emergency response operations: Command, Operations, Planning, Logistics, and Finance and Administration. Figure 4A shows the basic structure. Structural components may be combined during smaller incidents, or in turn, may be expanded as the situation demands.

Figure 4A Incident Command System Structure



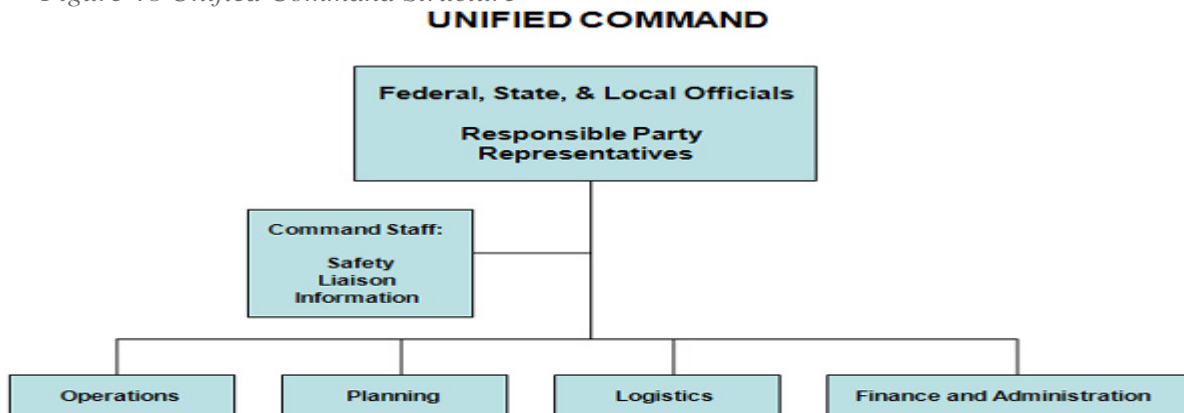
During incidents involving multiple agencies or across jurisdictional lines, individual organizations and jurisdictions retain the ownership and command of their resources, however, operational control may be managed through the Incident Command System. Unified Command is a multi-jurisdictional coordination system that allows jurisdictions to maintain their sovereignty and "command centers" but allows for centralized coordination to more effectively manage an incident.

Unified Command links the organizations responding to or supporting the incident response and provides a forum for these entities to provide strategic guidance and facilitate a coordinated response. Unified Command does not involve assumption of authority or responsibilities of participating organizations nor does it imply any assumption of tactical authority or responsibilities associated with Incident Command itself.

Under Unified Command, the various jurisdictions, agencies, and non-government responders join together to form a coordinating group, usually in the Emergency Operations Center or Incident Command Post. Elected officials may advise, support, and participate in Unified Command through the issuance of government orders and policy and assigning assets to be used in the incident. Elected officials generally have the overall responsibility for the public's safety. Unified Command representatives usually work together to develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of the individual response organizations in support of the tactical response carried out under the Incident Commander and his or her staff.

"As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate with a common system or organizational framework." (Intermediate ICS- 300 Student Workbook, December 2006)

Figure 48 Unified Command Structure



Unified Command members must have decision-making authority within the organization they represent for the response. To

be considered for inclusion as a Unified Command representative, the representative's organization must:

- Have jurisdictional authority or functional responsibility under a law or ordinance for the incident.
- Have an area of responsibility that is affected by the incident or response operations.
- Be specifically charged with commanding, coordinating, or managing a major aspect of the response.
- Have the resources to support participation in the response.

In addition, Unified Command representatives must also be able to:

- Agree on common incident objectives and priorities.
- Have the capability to support a 24-hours-a-day, 7-days-a-week operation.
- Have the authority to commit resources to the incident.
- Have the authority to spend agency or organization funds.
- Commit to speak with "one voice" through the Information Officer or Joint Information Center (JIC), if established.
- Agree on logistical support procedures.
- Agree on cost-sharing procedures, as appropriate.

Unified Command is not "decision by committee." The principals are there to coordinate the response to an incident. Time is of the essence. Unified Command is intended to develop synergy based on the significant capabilities that are brought by the various representatives. There should be personal acknowledgement of each representative's unique capabilities, a shared understanding of the situation, and agreement on the common objectives.

With the different perspectives on Unified Command comes the risk of disagreements, most of which can be resolved through an understanding of the underlying issues. Contentious issues may arise, but the Unified Command framework provides a forum and a process to resolve problems and find solutions. If situations arise where members of Unified Command cannot reach consensus, the Unified Command member representing the agency with primary jurisdiction over the issue would normally be deferred to for the final decision.

In larger scale events, the Madison County Emergency Operations Center (EOC) can be activated. The EOC acts as an information and resource coordination center that supports incident management activities. If not located at the Incident Command Post (ICP), communications between the EOC and ICP will be established. The Emergency Operations Center is activated and maintained by the Madison County Department of Emergency Management.

This Emergency Operations Plan was created and is to be used in coordination with other local, state, and federal plans. Other related local plans (horizontal coordination) include:

- Big Sky Joint Operations Plan
- Madison County Homeland Security Strategy
- Madison County Public Health Department Emergency Response Plan

State and federal plans (vertical integration) include:

- State of Montana Disaster and Emergency Plan Montana Emergency Alert System State Plan
- Montana Fire Services, Mutual Aid, Command, and Field Operations Guide
- State of Montana Continuity of Operations Plans
- State of Montana Department of Public Health and Human Services, Mass Fatality Plan
- State of Montana Hazardous Materials Response Plan
- State of Montana Mutual Aid and Common Frequencies Manual
- Statewide Communications Interoperability Plan
- Federal Fire and Aviation Operations Plan
- National Response Framework
- National Warning System Operations Manual
- Northern Rockies Coordination Center Mobilization Guide

5. Information Collection and Dissemination

5.1 Information Collection for Planning

A wide variety of information sources are used when developing Incident Action Plans and Situation Reports, depending on the type of incident. Table 5.1A outlines the basic information sources. Specific website and phone numbers are not listed here due to frequent changes. More detailed information can be found in the annexes.

Table 5.1A External Information Sources

Information Type	Source
Communicable Disease Information	Centers for Disease Control and Prevention Montana Department of Public Health and Human Services
Earthquake Information	Montana Bureau of Mines and Geology US Geological Survey
Flood Forecasts, Stages	National Weather Service, Great Falls
Hazardous Material Guidelines	US Department of Transportation Montana Disaster and Emergency Services
Threat Intelligence	Montana All Threat Intelligence Center
Volcano Information	US Geological Survey
Weather Forecasts, Alerts	National Weather Service, Great Falls
Wildfire Information	InciWeb Northern Rockies Coordination Center

Information will be shared through the most reliable and available means available. During large scale incidents, Montana Disaster and Emergency Services will be notified. Situation reports and incident action plans will be regularly created, updated, and disseminated by Madison County Emergency Management or the Planning Section. These reports and daily briefings provide important information to responders on the broader scope of the incident and the parties involved. The following templates/forms are provided by Montana Disaster and Emergency Services:

- Initial Damage Checklist, Tab E, LGDIM
- Local Government Situation Report, DES Form 209
- Preliminary Damage Assessment- Potential Subgrantee, FEMA Form 90-135
- Preliminary Damage Assessment- Site Estimate (State Form), Tab E, LGDIM

5.2 Montana All Threat Intelligence Center Liaison

The office responsible for coordinating with the Montana All Threat Intelligence Center (MATIC) is the Madison County Sheriff's Office. During terrorist and civil unrest incidents, a representative from the Sheriff's Office will receive information from and provide information to the MATIC as it relates to the incident. Information will be distributed as needed and allowed.

5.3 Public Information

During small scale incidents, the Information Officer or Incident Commander will provide public information for the incident. In larger scale incidents, a single, countywide Public Information Officer (PIO) may be established at the Emergency Operations Center or many PIOs may be located in a Joint Information Center (JIC) with representatives in the field. The role of a Public Information Officer or a Joint Information Center is to provide one unified, clear, consistent message for the public, and those working on the event as well, thus avoiding unnecessary confusion. When the public receives conflicting information from multiple agencies perceived to be "in charge," inappropriate public response or a lack of confidence may result. The resources available in Madison County for public information dissemination include telephone, radio, television, internet/electronic media, newspaper, NOAA weather radio, face-to-face, and loud speakers mounted on vehicles. More information on the public information system can be found in the Public Information Annex of this plan. Additional information on warning capabilities, including the Emergency Alert System, can be found in the Warning Annex.

6. Communications

During incidents, the most reliable and available means of communications will be utilized. Most often, response agencies (fire, law, and EMS) use public safety radio communications to communicate with each other and with the Madison County Communications Center. The Madison County public safety communication system includes repeaters, simplex (radio-to-radio) channels, and pagers. Radio traffic is to use plain language and not use "10-codes." Additional systems for internal communications include cellular, landline, and satellite telephones, fax machines, e-mail, internet, and amateur radio. The Communications Annex outlines additional information on emergency communications.

The Madison County public safety communications system is supported by the Communications Center. Madison County is part of the South Central Montana Interoperability Consortium (SCMIC) and Interoperability Montana (IM). These groups are working to create interoperable communications systems at the local, state, federal, and international levels. Interoperability plans include:

- South Central Montana Interoperability Consortium, Interoperable Communications Plan
- Statewide Communications Interoperability Plan
- State of Montana Mutual Aid and Common Frequencies Manual

7. Administration, Finance, and Logistics

7.1 Finance / Administration

The role of Finance/Administration in a disaster is to track expenses, recover costs, provide payments, maintain a detailed disaster file, and support the overall disaster operation. Disaster and emergency documentation should be submitted to Madison County Department of Emergency Management or the Finance/Administration Section, if established. As a general rule, as the event expands in scope, the quantity of information that needs to be processed increases.

Staffing for the Finance/Administration Section, when established, will generally be filled using staff from the Madison County Treasurer's Office and the Madison County Clerk and Recorder's Office in the following order:

- Bookkeeping Staff
- Treasurer's Staff
- Remaining Members of the Clerk and Recorder's Department

Within the Emergency Operations Center, examples of tasks completed by the Finance/Administration Section include:

- Record personnel time for payroll.
- Manage contracts, leases, claims, and equipment time records.
- Track incident costs.
- Manage receipt of funding from multiple sources.
- Forecast additional financial needs.
- Maintain policies related to overtime pay and procurement procedures.

Proper disaster documentation is essential for the following reasons:

- Reporting: situation reports and incident actions plans often require up-to-date information
- Recover costs: most agencies will not provide reimbursement for disaster related expenses without detailed documentation
- Historical record: details on the incident are important for future planning efforts, grant applications, and mitigation efforts

Note: The need to safeguard sensitive information, particularly as it pertains to certain law enforcement and personal records and information is a primary responsibility of all personnel involved.

At a minimum, the following information must be submitted for all incidents when requested by the Madison County Department of Emergency Management or the Finance/Administration Section, if established:

- Payroll records, including a breakdown of the type of work accomplished
- Records of equipment usage, including owned, rented, or borrowed equipment (be sure to include dates and start/end times)
- Records of materials expended
- Records of mutual aid requests, offers, and resources provided (be sure to include the types of resources, dates, and start/end times)

The following forms are used locally during disaster and emergency operations for financial tracking (see Tab C and Tab H of the Local Government Disaster Information Manual):

- Force Account Equipment Record
- Force Account Labor Record Summary and Spreadsheet
- Force Account Labor/Equipment/Material Combination Form
- Materials Summary Record
- Rented Equipment Record
- Summary of Documentation

Potential funding sources for disaster cost recovery include, but are not limited to:

- State of Montana Emergency and Disaster Fund (see Tab G of LGDIM)
- Federal Public Assistance (PA)
- Category A: Emergency Work - Debris Removal
- Category B: Emergency Work - Emergency Protective Measures
- Category C: Permanent Work- Road Systems and Bridges
- Category D: Permanent Work - Water Control Facilities
- Category E: Permanent Work- Buildings, Contents, and Equipment
- Category F: Permanent Work - Utilities
- Category G: Permanent Work- Parks, Recreational, and Other Federal Individual and Households Grant Program
- Disaster Assistance
- Crisis Counseling
- Disaster Legal Services
- Disaster Unemployment Assistance
- USDA Disaster Assistance
- Federal Fire Management Assistance Grant Program
- USFA Reimbursement for Firefighting on Federal Property
- Federal Community Disaster Loan Program
- Federal Emergency Food and Shelter Program
- Homeowner and Business Insurance (including the National Flood Insurance Program)
- Small Business Administration Disaster Loans

Emergency responders and local officials should become familiar with the documentation requirements and procedures during exercises and workshops. A disaster file should be developed and archived containing the following information: A summary of the conditions leading up to or causing the incident

- All situation reports
- A summary of the impacts, both human and economic Damage assessment records
- A listing or description of actions taken
- Documentation on the expenses and resources expended, including mutual aid
- After Action Report

An After Action Report should be developed following any declared emergency or disaster by the Madison County Department of Emergency Management using input from the response agencies. The report should include strengths and weaknesses of the response and recovery, identification of future needs (equipment, personnel, etc.), lessons learned, and recommended actions. The After Action Report will then be used to update plans and procedures, specifically this Emergency

Operations Plan and agency Standard Operating Procedures, make purchases of needed equipment and supplies, conduct training, and perform future exercises. The Local Emergency Planning Committee will review the After Action Report and ensure the recommendations are completed.

7.2 Logistics

The Logistics Section is responsible for providing facilities, services, and materials in support of the incident response and must work closely with the Finance/Administration Section to ensure proper documentation exists for equipment, material, and labor usage and purchases. Items and services purchased by the county or the towns for use in a disaster or emergency must be carefully tracked for accountability and cost recovery purposes. Systems such as spreadsheets, sign in/out logs, and/or timesheets should be used for county and/or town resources. Similar documentation from other agencies, including mutual aid responders, should be maintained.

Madison County maintains an Emergency Resource List containing contact information for various equipment, supplies, and services in and around Madison County. Purchases must be made using the jurisdiction's current purchase policy. Mutual aid resources should be treated as outlined in any agreements, or in the absence of such, per MCA 10-3-9 (intrastate) and MCA 10-3-10 (interstate).

When ordering resources, the following information should be included, at a minimum:

- Incident name
- Date and time of order
- Quantity, kind, and type (including any specific resource requirements and/or preferences)
- Special support needs (if needed)
- Specific reporting location
- Requested time of delivery
- Radio frequency to be used, if applicable
- Person, title, and jurisdiction placing request
- Callback phone number or radio frequency for clarifications or additional information Potential sources for the resource requests, if known

Note that in the event local resources and options become exhausted, additional state and federal resources should be requested through Madison County Emergency Management. Madison County Emergency Management maintains an extensive Resource List of resources that may be needed in a disaster or emergency and contact information for the various vendors, suppliers, or agencies that may be able to provide them.

Table 7.2A lists the more common logistical needs in a disaster or emergency.

Table 7.2A Functions and Potential Resources

FUNCTION	PROVIDED BY	OTHER OPTIONS
Backcountry Rescues	Search and Rescue	Mutual Aid
Body Bags	Law Enforcement / Coroner Hospitals	Fire Departments, Federal Disaster Mortuary, Operational Response Teams (DMORTs)
Building Inspections	Inspectors through Mutual Aid	Engineering Firms
Closure Enforcement	Law Enforcement	Montana National Guard, Fire Departments, Federal / State Law Enforcement
Communications Equipment (phone, fax, radio, etc.)	Local Government Agencies, Madison County Communications Center, Emergency Operations Center	Area Businesses
Community Damage Assessments	Emergency Management, Fire Departments, Law Enforcement	American Red Cross, CERT, State / Federal Teams
Computer Equipment and Supplies	Local Government Agencies, Emergency Operations Center	Area Businesses
Dispatch Communications, EOC	Public Safety Radio	Landline, Cellular, Satellite Telephones, Amateur Radio, Proprietary Communications Systems

FUNCTION	PROVIDED BY	OTHER OPTIONS
Donated Goods Management, Volunteer Management	COAD, Salvation Army, Thrift Stores	CERT, Church Groups, Civic Organizations
Door-to-Door Notifications	Law Enforcement, Fire Departments	SAR, CERT, Mutual Aid Agencies
Emergency Alert System Activation	National Weather Service Great Falls	Other National Weather Service Stations
Emergency Hotline	Emergency Montana 2-1-1	
Emergency Medical Care	Local Hospitals	Distant Hospitals, Temporary Hospitals, Federal Disaster Medical Assistance Teams (DMATs)
Evacuation Warning / Order Notification	Law Enforcement, Communications Center	Fire Departments, CERT, SAR
Feeding and Care of Staff (if extended hours)	Emergency Management	American Red Cross, Salvation Army
Feeding Supplies (food, drinks, plates, cups, utensils, etc.)	American Red Cross, Salvation Army	Local Businesses
Final Disposition of Bodies	Funeral Home, Mortuaries; K&L Mortuaries facilities in Twin Bridges, Sheridan, Ennis, and Harrison	Federal Disaster Mortuary Operational Response Teams (DMORTs)
Firefighting Resources	Fire Departments, Fire Warden, Montana DNRC, US Bureau of Land Management, US Forest Service	Mutual Aid Agencies
Hazardous Material Response Technicians, Equipment and Supplies	Montana Disaster and Emergency Services / State Hazardous Material Incident Response Teams	Military
Home Oxygen	Local Businesses	Hospitals, Local Providers, Nearby Communities
Identification of Alternate Government Facilities	Principal Executive Officers / Local Elected Officials	Emergency Management
Incident Management Teams	Montana DES, Montana DNRC, Us Bureau of Land Management, US Forest Service	Emergency Management
Infrastructure Assessments	Street and Road Departments, Utility Providers, Water and Sewer Departments / Districts Government Administration	Utility Providers from other Jurisdictions, Engineering Firms Contractors
Infrastructure Repairs	Street and Road Departments, Utility Providers, Water and Sewer Departments / Districts Government Administration	Utility Providers from other Jurisdictions, Engineering Firms Contractors
Investigation	Law Enforcement	Montana DCI, FBI, ATF
Law Enforcement Tactical Teams	Law Enforcement	Mutual Aid Agencies
Mass Care	American Red Cross, Salvation Army	Public Health, Churches
Medical Equipment and Supplies	Local Businesses, Hospitals	Local Businesses, Hospitals, State or Federal Caches
Mobile Feeding Units	American Red Cross, Salvation Army	Montana National Guard
On Scene Communications	First Responders Communications Equipment	Relay, Portable Repeaters, Amateur Radio, Proprietary Communications Systems
Public Information Regarding Road Closures	MDT, Street Signs and Road Departments	Emergency Management, Principal Executive Officers, Law Enforcement
Reverse Calling	Communications Center	
Sand Bags and other Flood Fighting Supplies	Local Businesses and Contractors	Emergency Management
Security and Protection	Law Enforcement	Emergency Management
Setup of Alternate Government Facilities	IT, Facilities Maintenance, Administrative Staff	Private Contractors

Table 7.2A Functions and Potential Resources (continued)

FUNCTION	PROVIDED BY	OTHER OPTIONS
Shelter Supplies (cots, blankets, toiletries, etc.)	Madison County Public Health, American Red Cross, Local Hospitals	Local Businesses
Signage and Road Barriers	Street and Road Departments, MDT	Mutual Aid
Siren Activation	Local Public Safety Officials	
Snowplowing	Street and Road Departments, MDT	Mutual Aid
Special Needs Sheltering	Local Hospitals	Public Health, Hospitals, Other Medical Care Facilities
Status of Local Elected Officials	Principal Executive Officers	Communications Center, Law Enforcement / Coroner
Storage and Distribution / Locations for Donations	Local Thrift Stores, Vacant Warehouses	Schools, Churches, COAD, CERT
Temporary Morgue	Coroner, Hospitals	Contracted Refrigerator Trucks, Federal Disaster Mortuary Operational Response Teams (DMORTs)
Translation	Emergency Management	Community Members
Transportation	Ambulances, School Buses, Facility Vans, Vehicles	Mutual Aid, Montana National Guard
Transportation of Critical Employees / Volunteers	County, Personal Vehicles	Law Enforcement / Military
Transportation of Patients	Ambulances / Ground and Air	Mutual Aid, School Buses
Urban Search and Rescue	SAR, Fire Departments, CERT	Mutual Aid, National USAR Teams
Vehicle Mounted Public Address Systems	Law Enforcement	Emergency Management, Fire Departments

Fixed wing landing sites in Madison County include the public airports in Ennis/Big Sky and Twin Bridges. Other private landing strips may also be used or larger airports in Belgrade and Dillon may be used. Helicopters can land in a variety of places, including on roadways, if needed.

8. Plan Development and Maintenance

8.1 Plan Development Process

The Madison County Emergency Operations Plan has been developed with guidance provided by the Local Emergency Planning Committee and the Department of Emergency Management. Many versions of this plan have been written over the years, and in 2010 and 2011, the plan was revamped with assistance from a local consulting firm, Big Sky Hazard Management LLC. The 2010/2011 update was based on the process and information presented in the Federal Emergency Management Agency (FEMA) document, Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans, March 2009. Throughout the year long update process, six meetings with the Local Emergency Planning Committee were held with specific focus on this Emergency Operations Plan. Meetings were attended and input was provided by the following agencies:

- Ennis Ambulance
- Ennis Police Department Ennis Town Council
- Harrison Quick Response Unit Madison County Citizen Corps Council
- Madison County Communications Center
- Madison County Community Emergency Response Team Madison County Coroner
- Madison County Department of Emergency Management Madison County Fire Warden

-
- Madison County Planning Department Madison County Public Health Department Madison County Search and Rescue Madison County Sheriff's Office
 - Madison Valley Medical Center Madison Valley Rural Fire District
 - Montana Disaster and Emergency Services Ruby Valley Ambulance Service
 - Virginia City Rural Fire District

This plan was reviewed by Montana Disaster and Emergency Services and coordinated to work within the authorities and system outlined in the Montana Disaster and Emergency Plan. The Record of Distribution lists the organizations given a copy of this plan.

8.2 Plan Review and Revision

Maintenance of the Madison County Emergency Operations Plan is the responsibility of the Director of Emergency Management. Guidance and support is provided by the Local Emergency Planning Committee. Sections of the plan (base plan and annexes) will be reviewed and revised as needed. Standard Operating Procedures (SOPs) are coordinated, developed, and maintained by the individual agencies. Modifications needed to the base plan or annexes should be brought to the attention of the Director of Emergency Management. Following an event requiring the activation of this plan, recommendations for improving disaster operations will be collected and corrective actions will be incorporated into the plan. Significant changes are to be approved by the governing bodies.

When changes to the plan are made, the changes will be noted in the Record of Changes. Changes, additions, and deletions can be made either to the whole plan or specific annexes. If changes are only made to an annex, only that part needs concurrence from the governing bodies. The revision date should be noted in the upper right hand corner of the page for each section of the plan. Newer versions supersede previous ones.

The public and other jurisdictions are invited to review and provide comments on this plan. The latest version is maintained by and is available from the Madison County Department of Emergency Management. The Record of Changes outlines any changes made to the plan since the last full plan update.

8.3 Exercise Schedule

The Madison County Emergency Operations Plan will be exercised annually with a functional exercise and every four years with a full scale exercise. These exercises will be developed by the Local Emergency Planning Committee and the Madison County Department of Emergency Management. During years in which this plan was activated due a disaster or emergency, an exercise may not be necessary.

9. Authorities and References

9.1 Federal Policies, Plans, and Authorities

Robert T. Stafford Disaster Relief and Emergency Assistance Act Public Law 93-288, amended by Public Law 100-707
US Code, Title 42, Chapter 68

The Robert T. Stafford Disaster Relief and Emergency Assistance Act provides for disaster assistance by the federal government to local and state governments in carrying out their responsibilities to alleviate the suffering and damages resulting from disaster. The act authorizes the establishment of federal and state disaster preparedness programs, systems to disseminate disaster warnings, pre-disaster hazard mitigation programs, and the administration of major disaster and emergency assistance. The areas of federal major disaster and emergency assistance include, but are not limited to: essential services, hazard mitigation, repair, restoration, and replacement of damaged facilities, debris removal, unemployment assistance, individual and family grant programs, and fire management assistance.

Comprehensive Emergency Response Plans US Code, Title 42, Chapter 116

This section of federal code requires the Local Emergency Planning Committee (LEPC) to have an Emergency Response Plan,

specifically to address hazardous materials hazards. In Madison County, the LEPC serves as an all-hazard advisory committee for the county. The LEPC usually meets the third Thursday of each month at varied locations. This Emergency Operations Plan serves as the county's Emergency Response Plan.

National Response Framework

The National Response Framework (NRF) is an all-discipline, all-hazards document that establishes a single, comprehensive framework for the management of domestic incidents. This framework provides the structure and mechanisms for the coordination of federal support to state, local, and tribal incident managers and for exercising direct federal authorities and responsibilities. The NRF assists in the important homeland security mission of preventing terrorist attacks within the United States, reducing the vulnerability to all natural and man-made hazards, minimizing the damage, and assisting in the recovery from any type of incident that occurs. (US Department of Homeland Security, National Response Framework Brochure, no date)

Under the National Response Framework, all incidents are handled at the lowest possible organizational and jurisdictional level. Police, fire, public health, medical, emergency management, and other personnel are responsible for incident management at the local level.

National Incident Management System

The National Incident Management System (NIMS) integrates effective practices in emergency preparedness and response into a comprehensive national framework for incident management. NIMS enables responders at all levels to work together more effectively to manage domestic incidents no matter what the cause, size, or complexity. NIMS establishes standards for organizational structures, processes, procedures, planning, training, exercising, personnel qualification, equipment acquisition and certification, interoperable communications processes, procedures, and systems, information management systems, and supporting technologies such as voice and data communications systems, information systems, data display systems, and specialized technologies. (Federal Emergency Management Agency website, September 2005) Madison County Resolution #18-2005 designates the NIMS as the basis for all incident management in the county.

9.2 State Policies, Plans, and Authorities

Montana Code Annotated, Title 10, Chapter 3, Disaster and Emergency Services

This section of Montana law provides the authority and assigns responsibilities for the prompt and timely reaction to an emergency or disaster. The law ensures that the preparation of the county and towns will be adequate during disasters or emergencies to generally provide for the common defense, protect the public peace, health, and safety, and preserve lives and property.

Montana Code Annotated, Title 50, Chapter 2, Local Boards of Health

This section of Montana law outlines the responsibilities of the local board of health and the local health officer, including communicable disease containment. The local boards may "identify, assess, prevent, and ameliorate conditions of public health importance through isolation and quarantine measures" (MCA 50-2-116) The local health officer shall "take steps to limit contact between people in order to protect the public health from imminent threats, including by not limited to ordering the closure of buildings or facilities where people congregate and canceling events and establish and maintain quarantine and isolation measures as adopted by the local board of health." (MCA 50 -2-118)

Montana Disaster and Emergency Plan

The Montana Disaster and Emergency Plan outlines the authorities and responsibilities of state government during emergencies and disasters. The plan addresses the actions the state will take during times of disaster. According to state law, the state disaster and emergency plan and program may provide for: prevention and minimization of injury and damage caused by disaster; prompt and efficient response to an incident, emergency, or disaster; emergency relief; identification of areas particularly vulnerable to disasters; recommendations for preventive and preparedness measures designed to eliminate or reduce disasters or their impact; organization of personnel and chains of command; coordination of federal, state, and local

disaster and emergency activities; and other necessary matters. (MCA 10-3-301) The Administrative Rules of Montana 37.114.101 to 1016 further outline these responsibilities.

Local Government Disaster Information Manual

The Local Government Disaster Information Manual, prepared by Montana Disaster and Emergency Services, provides informational resources for managing disasters at the local level. The manual contains many checklists, handbooks, and references specifically for the County Disaster and Emergency Services Coordinators and other local officials.

Intrastate Mutual Aid

Montana Code Annotated Title 10, Chapter 3, Part 9 establishes an intrastate mutual aid system. This system allows Madison County to request and receive resources throughout the state if needed in a disaster.

Montana Homeland Security Strategic Plan

Montana's Homeland Security Strategic Plan was developed by the Montana Strategic Planning Committee for Homeland Security with the purpose to "...identify strategic direction for enhancing local, tribal, regional, and state capability and capacity to prevent and reduce Montana's vulnerability from Weapons of Mass Destruction (WMD) terrorism incidents." This plan sets forth statewide goals and actions for preventing, preparing for, responding to, and recovering from Weapons of Mass Destruction events.

Montana Multi-Hazard Mitigation Plan and Statewide Hazard Assessment

The Montana Hazard Assessment analyzes the history, probability, and vulnerability of major hazards across the state. The Mitigation Plan establishes the related goals, objectives, and potential actions to prevent or lessen the impact of future disasters. This document is maintained by Montana Disaster and Emergency Services.

9.3 Local Policies, Plans, and Authorities

Madison County Emergency Operations Plan

According to state law, each political subdivision eligible to receive funds from Montana Disaster and Emergency Services "...shall prepare a local or inter-jurisdictional disaster and emergency plan and program covering the area for which that political subdivision is responsible. This plan shall be in accordance with and in support of the state disaster and emergency plan and program. The political subdivision shall prepare and distribute on behalf of the principal executive officers, in written form, a clear and complete statement of: the emergency responsibilities of all local agencies, if any, and officials; the disaster and emergency chain of command; local evacuation authority and responsibility; and local authority and responsibility for control of ingress and egress to and from an emergency or disaster area." (MCA 10-3-401) This Emergency Operations Plan serves as the primary emergency coordination document for Madison County, Montana. Standard Operating Procedures and other guidance within the county serve as additional references and supplement the information contained herein. This plan does not supersede existing documents, procedures, and guidance except for the previous county Emergency Operations Plan.

Madison County Pre-Disaster Mitigation Plan

The Madison County Pre-Disaster Mitigation Plan contains a countywide risk assessment and mitigation strategy for preventing or lessening the impact from disasters. This plan is an important part of the entire emergency management system. The document addresses hazards, and other special situations, along with the proactive measures that can be taken to prevent or reduce the adverse effects of the disasters or hazardous situations it addresses. This plan is maintained by the Local Emergency Planning Committee under the supervision of the Madison County Commissioners.

Madison County Homeland Security Strategy

The Madison County Homeland Security Strategy identifies goals, objectives, and actions that will help the county prevent, prepare for, respond to, or recover from a Weapons of Mass Destruction or terrorist attack. This strategy establishes local

priorities for homeland security funding.

Madison County Community Wildfire Protection Plan

The Community Wildfire Protection Plan (CWPP) specifically analyzes and addresses the wildland fire hazard. The plan identifies the areas at greatest risk, analyzes the response capabilities, and provides recommendations to reduce the vulnerabilities.

Big Sky Joint Operations Plan

The Big Sky Joint Operations Plan addresses operational issues for the Big Sky area, both within Madison and Gallatin Counties. The plan recognizes both counties and their unique emergency response capabilities and presents a blended system of emergency management should an incident occur in this popular resort area.

Madison County Public Health Strategic National Stockpile Preparedness Plan

The Strategic National Stockpile Preparedness Plan outlines the procedures for requesting and implementing the Strategic National Stockpile in a health emergency where additional medical supplies are needed. This plan is maintained by the Madison County Public Health Department.

9.4 Acronyms

ADA	Americans with Disabilities Act
ALS	Advanced Life Support
ARES	Amateur Radio Emergency Service
ATF	Bureau of Alcohol, Tobacco, and Firearms and Explosives
BLM	Bureau of Land Management
CCC	Citizen Corps Council
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CHEMTREC	Chemical Transportation Emergency Center
CIKR	Critical Infrastructure and Key Resource
CISD	Critical Incident Stress Debriefing
COAD	Coalition of Organizations Active in Disasters
CWPP	Community Wildfire Protection Plan
DCI	Department of Criminal Investigation
DEQ	Department of Environmental Quality
DES	Disaster and Emergency Services
DFO	Disaster Field Office
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DNRC	Department of Natural Resources and Conservation
DPHHS	Department of Public Health and Human Services
EAP	Emergency Action Plan
EAS	Emergency Alert System
EMP	Electromagnetic Pulse
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation

FD	Fire Departments
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
GPS	Global Positioning System
HazMat	Hazardous Materials
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IM	Interoperability Montana
IT	Information Technology
JFO	Joint Field Office
JIC	Joint Information Center
LEPC	Local Emergency Planning Committee
LGDIM	Local Government Disaster Information Manual
MATIC	Montana All Threat Information Manual
MCA	Montana Code Annotated
MCI	Multiple Casualty Incident
MDT	Montana Department of Transportation
MMI	Modified Mercalli Intensity
MT	Montana
MT DES	Montana Disaster and Emergency Services
NAWAS	National Warning System
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NTSB	National Transportation Safety Board
NWS	National Weather Service
OSHA	Occupational Safety and Health Administration
PA	Public Assistance
PIO	Public Information Officer
PPE	Personal Protective Equipment
RACES	Radio Amateur Civil Emergency Service
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act
SCMIC	South Central Montana Interoperability Consortium
SERC	State Emergency Response Commission
SHMIRT	State Hazardous Material Incident Response Team
SOP	Standard Operating Procedure
START	Simple Triage and Rapid Treatment
US	United States
USAR	Urban Search and Rescue
USDA	United States Department of Agriculture
USFA	United States Fire Administration
USFS	United States Forest Service
VOAD	Volunteer Organizations Active in Disasters
WMD	Weapons of Mass Destruction
WUI	Wildland Urban Interface