



**VIGILANT GUARD Region VIII – Montana  
-- Leadership Tabletop Exercise --  
QUICKLOOK REPORT**



## **INTRODUCTION**

On 3 August 2009, participants from FEMA Region VIII executed a Leadership Tabletop Exercise (L-TTX) in Montana. This L-TTX provided participants with an improved understanding of the strategic response and recovery issues associated with a large-scale earthquake near Helena. Participants used the exercise to discuss the impact of the earthquake on local, county, and state citizens and governments and to discuss the local, state, and regional coordination efforts required for effective response and recovery. The L-TTX also familiarized participants with challenges and effects associated with the scenario for the *VIGILANT GUARD* Command Post Exercise (CPX) and Field Training Exercise (FTX) scheduled for the following month.

National Guard participation in the R-TTX included representatives from Montana, Wyoming, South Dakota, North Dakota, Idaho, Utah, and Colorado. Civilian representation included members from Montana Disaster and Emergency Services, the Disaster and Emergency Services Coordinators of Lewis & Clark, Broadwater, Jefferson, and Butte-Silver Bow Counties, representatives from multiple Montana State Agencies, Non-Governmental Agencies, and private enterprise. Federal partners included representatives from NORAD-US Northern Command (N-NC), the National Guard Bureau (NGB), US Army-North (ARNORTH), and the Region VIII Defense Coordinating Officer/Element (DCO/DCE).

Following a general welcome and opening remarks from the Montana National Guard's Adjutant General, the *VIGILANT GUARD* Exercise Team provided a scene-setter, outlining major scenario elements and identifying anticipated challenges for exercise players. L-TTX Participants then examined a series of targeted questions during a facilitated discussion. The meeting was conducted in a seminar format, where all participants were provided an opportunity for open discussion and evaluation of issues.

Exercise topics were divided into four distinct modules. These modules were:

- 1. Leadership Roles and Responsibilities**
- 2. Managing Incoming Resources**
- 3. Risk Communication and Public Affairs**
- 4. Post Event Recovery**

## **KEY EXERCISE FINDINGS:**

The following Quick Look provides some of the key findings identified by participants during the L-TTX. Participants in the *VIGILANT GUARD* Region VIII Exercise are encouraged to review these findings and evaluate what actions may be necessary to optimize participants' performance in the upcoming CPX/FTX activities in Montana.

### **1. LEADERSHIP ROLES AND RESPONSIBILITIES**

**Initial Response is Local:** Montana's initial response for an event like this will rely heavily on the actions of local first responders and private citizens. While additional support will arrive in the form of state and NG forces, an estimated 95% of the response will fall primarily to local emergency service personnel (local fire, law enforcement, EMS, etc.). Personnel reporting to the EOCs of the affected counties are to ensure the safety of their families before reporting to the EOC, but know to report even without a formal activation. Reporting personnel receive further instruction upon arrival.



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**Establishing Communications:** Participants identified the timely establishment of communications as a key challenge and focus by participants. In an event such as this, citizens in the area as well as family and friends further away will want accurate information on the situation. Participants specifically highlighted the need for event details, actions being taken by responders, and what still needs completing as fundamental pieces of information needed to coordinate an effective response. Emergency response systems, including the Emergency Alert System activated by the National Weather Service in Great Falls and the Reverse 911 service using the Emergency Preparedness Network are two primary methods used to disseminate information to the public.

**Initial Montana National Guard (MTNG) Actions:** The MTNG Joint Operations Center (JOC) immediately stands up and soldiers around the state know to self-report to their unit locations. MTNG leadership recognizes that many of the state's units and soldiers reside outside of the Helena area and that it will take time for those personnel to make their way to Helena. Participants highlighted the co-location of the JOC and State Emergency Coordination Center (SECC) as a major strength, enabling the National Guard to interface face-to-face with the SECC and provide better support. The MTNG will also begin reaching out to NGB for augmenting resources (e.g. Joint Enabling Team and Public Affairs Rapid Response Team) and for assistance in identifying NG resources around the country that are available should the State of Montana need them to support response efforts. The MTNG will also make contact with USNORTHCOM to identify available critical resources (e.g., heavy lift, medical, etc.). Armed with information from NGB and USNORTHCOM, the MTNG can provide that SECC with information on the availability of critical military resources should the state decide to EMAC or make requests for federal assistance.

**Deliberate Planning:** Montana is currently in the process of revising its all-hazards emergency plan. A draft of state agencies' roles, responsibilities, and capabilities to assist in an event is currently under development and will be available before the exercise in September. All state agencies participate in this planning process and have provided input. The state will involve FEMA Region VIII in the planning process to ensure a final product coordinated with all primary response partners.

**FEMA Region VIII:** The FEMA Regional office will stand up to Level 1 and activate/deploy certain resources in direct support of Montana. These resources include Search and Rescue, Incident Management Assistance Team (IMAT), and Push Packages that should arrive to the affected area within 15-18 hour timeframe. FEMA will not "officially" send support to Montana until properly requested by the state; however, the above assets will be activated, deployed and staged at federal locations or locations pre-coordinated with the state during deliberate planning. This "lean forward" strategy ensures that when the state "officially" request federal assistance, the critical need assets are already en route or in a nearby staging area. The Defense Coordinating Officer (DCO) would validate any requests made for Department of Defense (DOD) assets and pass those requests to DOD for approval and resourcing. The FEMA Interim Operating Facility (IOF) or Joint Field Office (JFO) is the conduit for Federal military requests. Title 10 military assets report to FEMA but FEMA does not direct military assets. The state will make requests for Title 10 assistance through FEMA channels but USNORTHCOM will validate those mission assignment requests.

## **2. MANAGING INCOMING RESOURCES**

**Local Level:** Lewis and Clark County has a two-tiered system for the management of incoming resources. Fire Department and Law Enforcement Agencies both have their own Mutual Aid Agreements with other counties,



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and will activate them as needed. If resources needed lie beyond the Mutual Aid Agreements in place, the Lewis and Clark County EOC will make a request through the SECC for additional capability. County representatives would identify an adequate staging ground situation outside of the high-damage area. For a large scale event such as this, County EOCs know they lack the staff to track a large number of resources; they will need and request Incident Management Teams to supplement Resource Managers.

**Transportation:** Damage to the transportation infrastructure will hamper response efforts. Local participants are confident that they will be able to identify alternate routes around high-damage areas so responders and resources can reach intended destinations. Some responders have used horseback or All-terrain Vehicles (ATVs) to reach victims in areas where the transportation infrastructure is completely destroyed.

**Communications around Montana:** A radio system is currently in place that allows for communication in 95% of the state. Those victims with battery operated radios should be able to receive critical information through this system. Citizens are educated on this system as part of a state and county outreach efforts that occur annually. Backup generators and a small number of satellite phones are at the state’s disposal if radio communication is out of service.

**Continuity of Operations (COOP):** Montana State Department of Administration needs to confirm if all the COOP locations have power and IT capability to function at a level similar to day-to-day operations. The State Department of Administration is currently in the process of identifying additional available COOP space for state agencies to support COOP relocations should a disaster render primary locations unusable. Currently, The execution of a State Agency COOP plan is based on the critical services an agency performs during response or recovery efforts. If space is limited or agencies plan to use the same location, more critical agencies would COOP first or get priority for a COOP site.

**MTNG:** The Montana National Guard has a Joint Reception, Staging, Onward Movement, and Integration (JRSOI) plan currently in place to support reception, staging, movement and integration of Montana and out-of-state NG resources used to support local and state response actions. Under this plan, arriving units deploy to a central location where they receive a brief on: the event, provided critical information needed for operations, given a mission, and told who they will report to. After receiving mission essential information units report to a staging area or to an Incident Commander for integration into an ongoing response operation.

**Participating State’s NGs:** Immediately following the earthquake, the Wyoming National Guard will be in direct communication with the MTNG to determine if MTNG will need additional support. This communication is completed before paperwork is submitted in order to expedite official request processes (e.g., EMAC) by pre-identifying what is needed and determining the asset availability. These discussions are done on a TAG-to-TAG and JOC-to-JOC level; NGB will also be informed of ongoing discussions. The Colorado National Guard has a well-stabilized EMAC process which includes the forward leaning of potential available resources that could deploy rapidly if requested. Information gathered from the media would assist in the prepping of teams. Communications, transportation, and HAZMAT resources are likely available critical need resources for this event.

**Federal Response:** FEMA “Push Packages” - containing food, water, shelter, communications equipment and generator packs – would be distributed from territorial logistics centers. Under the given scenario, FEMA



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identified that 120 truckloads of items would be activated and sent from Texas and California. In addition to the activation of National Response Framework (NRF), other Federal Agencies can activate and deploy their own agency personnel to aid in the response effort. These agencies include the Federal Aviation Administration (FAA) and the Tennessee Valley Authority (TVA). The affected area may receive up to a 1,000 federal responders in a real-world event within a 24-72 hour period.

**USNORTHCOM:** USNORTHCOM representatives confirmed that there are existing processes in place to alert the Title 10 (Federal Military) force structure. This includes a pre-signed order by the Secretary of Defense giving Commanders the authority to alert and deploy certain forces, including search and rescue, medical and lift capability. These resources could be moved to federal locations near the affected area but Commanders cannot commit them until the state asks for them. NORTHCOM is prepared to commit C-17s, C-130s, and heavy/medium-lift helicopters if the state requests and has a need for these resources. The key point is that USNORTHCOM will be leaning forward to support state requests for Title 10 resources; to support this effort they have identified those resources that will most likely support catastrophic response efforts and have SECDEF pre-approval for their expedited use.

**Integration of Resources:** Local/County resource requests and their needs drive the integration of resources, including NG. NG capabilities are identified, staged and assigned based on local responder needs. As priorities throughout the mission change, resources are reassigned to fit the priority. The important takeaway is that local level need is the key determinant in resource prioritization and assignment.

**Allocation of Scarce Resources:** The Montana SECC will handle the designation of priorities in the event that resources will become limited. In the event of a drastic scarcity of a critical resource the Governor's Office will make the prioritization decision. For routine response support, first-come, first-served provides the basis for resource allocation.

**Pre-canned EMACs:** Montana does not have pre-canned EMAC requests in place at this time. Montana will rely heavily on assisting states to push requested resources based on a verbal or an informal written request until an EMAC Advance Team is brought into Montana to assist in finalizing the paperwork. State participants discussed the need to explore the creation of "pre-canned" EMACs during all-hazard deliberate planning.

**Role of NGB in EMAC:** The MTNG will ask NGB to send a JET Team to assist the JFHQ with key operations to include collection of data to satisfy NGB's reporting requirements needs. NGB can monitor state nationwide EMAC broadcasts. The EMAC data and the JET team provide NGB with the information they need to poll unaffected state NGs for availability of needed resources. Unaffected states provide timelines and costs for available resources that the Montana SECC can use to generate targeted EMAC requests. This back-channel coordination expedites the EMAC process by letting the state know what resources are available, how to get those resources, how long they will take to arrive, what they costs, and where they will come from.

**Possible Overwhelming of Localities:** Local responders, especially rural responders, expressed concern that they will be too overwhelmed by the situation to be able to handle all of the necessary tasks. To help alleviate this burden, the NG will send LNOs to EOCs to help the EOCs quickly and efficiently obtain National Guard support. District representatives from Montana will also go to local jurisdictions to assist localities in setting up their Incident Command Teams.



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**Resource Footprint:** The “footprints” of some provided capabilities are going to very large and there are concerns that the local officials are not completely aware of the size and scope of many of these resources being sent to the Incident Command response areas (e.g., the CBRNE Enhanced Response Force that brings Urban Search and Rescue, medical and decontamination capability to an incident commander has a “football field” sized land requirement for all of its resources). Trained MTNG LNOs can assist the county in providing information on National Guard resources’ space requirements.

**Animal Involvement:** The issue of how to handle both personal pets and livestock animals was discussed briefly during the L-TTX without satisfactory resolution. The Department of Livestock emphasized the importance of designated pet-friendly shelters and communicating this information to the public.

**State Resource Tracking:** The State’s Logistics Section will be tracking requests and resources, including every resource and piece of equipment. The Department of Administration and finance personnel will track the costs associated with the missions. The SECC accumulates this information and provides periodic reports to the Governor’s Office. The State has determined the need to better track inner-state requests for mutual aid; SECC lack of awareness of a request may result in the tasking of resource that is already committed elsewhere.

**MTNG Resource Tracking:** The Montana National Guard uses the Defense Readiness Reporting System (DRRS)/Joint Capabilities Database to track all military equipment resources within the state. This list of equipment is accurate as of June 2009 and is available to MT DES.

### **3. RISK COMMUNICATION AND PUBLIC AFFAIRS**

**Montana Education Campaigns:** The local level usually takes the lead for providing public information during an event; Websites, Emergency Alert Systems, and Reverse 911 are systems of choice. Pre-event education has an important place within the counties of Montana and is deeply institutionalized within the state. The media has been issuing news releases on earthquakes relating to the *VIGILANT GUARD* exercise in September, Public education on earthquakes uses television, newspaper, radio, and other media outlets. Since 1950, October has been Earthquake Preparedness Month in Lewis and Clark County, as well as many other counties in the state. Schools partner with the state in earthquake preparedness education by holding up to three earthquake drills per school year. In addition to earthquakes, pre-event education is conducted on an all-hazards approach, including other scenarios such as winter storm events.

**Lewis and Clark County Risk Communication:** Lewis and Clark’s primary means of conveying emergency information is the county’s Emergency Alert System with radio, television, and the county/city website being the main focus points for disseminating the information. The updated website was singled out as an important outreach to the community since more information can be posted and read by more people than if done by individual phone calls; it is recognized that those without power will not have access. Websites reduce the amount of non-emergency phone calls to 911, freeing dispatchers to handle more urgent calls. However, Lewis and Clark County also realizes that some people respond better to hearing another person on the line so the county set up hotlines for those that need human interaction during an event. The county PIO will work to gather information from damage assessments to assist with Incident Commanders and Unified Command personnel situational awareness. County personnel stated that a press conference with county commissioners, city mayors, and police and fire chiefs would be held as soon as possible in order to provide additional information, dispel rumors, and rectify misinformation. This press conference could be broadcast



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live from the City/County building via Helena Civic Television. Although the Lewis and Clark County plan calls for updated messages, there was no mention for having a repeated message occurring on a specific loop to make sure the message was getting out and received.

**Governor's Office:** The first message out of the Governor's Office will be that the Governor is aware of the situation and that constant communication with responders is ongoing. It is important to convey to the public that the Governor has done all he can in terms of requesting additional resources. Also, it will be important to remain visible during the recovery efforts; at the first available opportunity the Governor will be on-site at response locations.

**MTNG:** Public Affairs will be present in the Joint Information Center (JIC) to assist with unified civilian-military messaging for the public. There will also be a NG-specific message telling Guard personnel to check on their families before reporting to their units.

**Broadwater County:** According to Broadwater County, the county's Emergency Alert System would be the best way to distribute information. This system is in Boulder; far enough away from the affected area and likely operational. Broadwater updates the Emergency Alert System immediately to reflect real-time changes. In contrast to other affected counties, Broadwater County has less confidence in information technology (IT) because the county's IT system is tied to the state's system in Helena. Any damage to the state's system (as in this scenario) would certainly affect Broadwater County's system as well.

**Website Considerations:** Even if the websites remain operational during an event, the affected population may not have access to the internet at all. It is reasonable to assume websites will be of most use to those outside of the affected area. By allowing those outside the area to have access to information on the current situation, it may deter those in need of information from entering the region and possibly complicating response efforts.

**Additional Means of Dissemination:** Past events have shown that citizens will migrate to the County Commissioners' Offices, City Halls, and established shelters for information. Local governments should use these areas to set up information booths to allow for easier information-sharing to the populace. The American Red Cross shelters generally maintain information kiosks at their locations, which the county or state will be able to stock with information. Response vehicles in the community can convey information to the public.

**Media Access:** The JIC will be used as a centralized area to help disseminate a unified message to the media. Also, the JIC will play a fundamental role in dealing with the National media outlets. JIC personnel will provide information to media outlets and will try to steer media outlets to preferred sites.

**Media Education for Leaders/Soldiers:** Participants agreed that leaders, military and civilians, can benefit from training on how to interact with the media. NG leaders and soldiers can receive training for interacting with the media. As the National Guard PIOs receive train-the-trainer education, they should, in turn, be training soldiers and reviewing the media annexes in order to provide soldiers with event talking points. Additionally, all individuals going through JRSOI will receive a media card to help them respond to the media. Out-of-state soldiers can also guide media inquiries to a Public Affairs POC from their home state. Formal media training for leadership is provided through NGB; participants concurred that MT military leaders should



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take advantage of this training in advance of the exercise. During an event, a Public Affairs Rapid Reaction Team (PARRT) from NGB can augment standing Public Affairs personnel and resources.

#### **4. POST EVENT RECOVERY**

**Role of Government:** The state, in coordination with affected counties, will determine what entities or organizations should play a major role in helping to rebuild the community following an earthquake. Private industry, volunteer organizations, and local agencies were highlighted as being able to contribute the most during this time, as these entities would have more knowledge of what needs to be done. Additionally, restoring the economy through the use of private industry will fortify recovery progress.

**Local Recovery:** Local recovery should begin as soon as the response begins. Lewis and Clark County has a Recovery Annex to their Emergency Response Plan in which the local cities, the private sector, state agencies, and FEMA all had input. Conservative estimates for recovery from an earthquake of this magnitude range from years to decades. Donations were highlighted as a problem as it is very difficult to handle the money and resource donations at the local level. It was determined that all donations would be coordinated with the state to help ease the burden. Money donations would be the most appreciated as money allows for more flexibility. Broadwater County representatives expressed fear that Broadwater would not receive the same recovery efforts that Lewis and Clark County due to the population disparity between the two counties. It was also noted that in many smaller communities, the possibility that the population would leave and not return is a very real concern. To help offset this, the recovery process should start now, well ahead of any disaster. Deliberate planning involving all key local, county, state, private and federal partners is paramount to initiating successful recovery efforts early.

**FEMA:** FEMA has programs to help a wide range of individuals that qualify for assistance following a disaster. There are also programs, including the Unmet Needs Committee, that act as a catch-all for those individuals who don't fit into any of these programs. FEMA would coordinate with the state and local level to determine the assistance needed in the affected area. People in Montana help each other, but the availability of family, friends' and neighbors' housing may be limited in an earthquake of this magnitude; FEMA can assist with housing needs. FEMA will also get federal and Volunteer Organizations Active in Disaster (VOAD) agencies under one roof in order and establish a public information hotline number so the community has a central point of contact. FEMA dispatches Disaster Recovery Centers and Mobile Centers to more rural areas to help residents in those areas file claims.

**Governor's Office:** It will be a long time before business returns to usual at the Governor's Office and the trigger to switch focus from Response to Recovery will happen organically. There are some key issues that the Governor's Office would need to convey to the public during the recovery period, such as conveying a realistic timeframe for progress. Additionally, the office will be in charge of ensuring that state employees are aware of ongoing recovery programs as they are conduits to the community.

**Volunteerism:** Volunteers may self-report to the area in the first days and continue to do so up to six months after the incident. Localities will struggle to manage, house, and support the expected massive influx of volunteers due to damaged infrastructure. Unfortunately, localities and the state may be forced to turn many away. The state is currently working on a plan to support volunteers and attempts to address this issue with



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the governor are ongoing. Ideally, the state would like to have staff members well versed in volunteer management in order to maximize the use of volunteers.

**State’s Fiscal System:** An earthquake of this scope will have a serious effect on the state’s finances. Montana will have to pay for the first response before paying for any additional incoming resources; collecting revenue for these expenses would be difficult. Montana’s relies on a paper check-based monetary system. This system accounts for the majority of businesses’ revenue and could complicate the economic recovery process. The United States Postal Service (USPS) is a critical life line for the state’s financial system. In the flooding of 1996, Lewis and Clark County had a USPS LNO in the County EOC and tracked mail delivery. This underscores the importance of including USPS in emergency response planning efforts.

## QUICK LOOK DISSEMINATION

Contents of this Draft Quick Look paper will be distributed to all senior representatives from *VIGILANT GUARD Region VIII* organizations. Should any participant have concerns about the content of this document, including suggested edits, they should direct comments to LTC John Harrison (N-NC J716) at [John.Harrison@northcom.mil](mailto:John.Harrison@northcom.mil), or Ms. Frances Fisher (VG Planner) at [Frances.Fisher@anser.org](mailto:Frances.Fisher@anser.org).

## PARTICIPATING ORGANIZATIONS

- MT Governors Office
- MT Information & Technology Services Div
- MT Department of Corrections
- MT Department of Public Health & Human Services
- MT Department of Labor & Industry
- Broadwater County DES
- Lewis & Clark County DES
- City of Helena Mayor’s Office
- Helena Police Dept
- St Peter’s Hospital
- Wyoming National Guard
- FEMA Region VIII Defense Coordinating Office & Element
- MT National Guard
- MT Department of Agriculture
- MT Department of Environmental Quality
- MT Department of Revenue
- MT Department of Instruction Office
- Broadwater County Sheriff’s Office
- Lewis & Clark County Administration
- City of East Helena Mayor’s Office
- Helena Fire Dept
- Colorado National Guard
- USNORTHCOM Standing Joint Force HQ
- National Guard Bureau J35
- MT Disaster & Emergency Services
- MT Department of Justice
- MT State Auditor’s Office
- MT Secretary of State
- MT Historical Society
- Jefferson County DES
- Lewis & Clark County Rural Fire Council
- Helena Airport Authority
- Montana Rail Link
- North Dakota National Guard
- USNORTHCOM J7
- MT Department of Administration
- MT Department of Commerce
- MT Department of Natural Resources & Conservation
- MT Department of Transportation
- Broadwater County Commissioners
- Lewis & Clark County Commissioners
- Lewis & Clark County Public Works
- Helena Public Works
- Red Cross of MT
- South Dakota National Guard
- FEMA Region VIII



# DISCUSSION TOPICS & TAKEAWAYS

Activity
Discussion Topic #1: Leadership Roles and Responsibilities
Discussion Topic #2: Managing Incoming Resources
Discussion Topic #3: Risk Communication and Public Affairs
Discussion Topic #4: Post Event Recovery



### *Takeaways – Leadership Roles and Responsibilities*

- Lewis and Clark EOC and SECC staff will report to work immediately if a disaster occurs, once they confirm their families are safe
- 95% of disaster response is victims helping victims; citizens told to be prepared to self sustain for at least 72-hours
- Verbal Disaster Declaration will be prompt; written declaration will follow
- Reverse-911 System will be used to inform the public
- Governor will act as quickly to issue appropriate authorizations to enable responders and release funds; state agency response will be impacted by earthquake
- Rural Fire Stations will be staging areas for self-deploying responders
- Co-location of SECC and MTNG JOC aids in civil-military coordination
- Many NG forces reside outside of Helena which increases time to call up forces
- FEMA Region VIII will stand up to Level 1 and activate/deploy certain resources (e.g., Search and Rescue, IMAT, Push Packages) and coordinate transportation; 15-18 hrs expected before initial assets arrive (e.g., Heavy Urban Search & Rescue)
- NORTHCOM Cdr will go to 24/7 battle rhythm, deploy DCO; T10 forces will be in support of FEMA but not controlled by FEMA; state reaches T10 capability through FEMA; DoD will validate requested missions
- State is currently updating all-hazard plan; will bring FEMA, Counties, partners in to ensure a coordinated effort

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### **Takeaways – Managing Incoming Resources**

- Requests for State & Federal Disaster Declarations will be a priority to expedite incoming resources; need to address pre-canned EMAC requests in deliberate plans
- Lewis and Clark County would like to use Fairgrounds as staging area but that site is in a liquefaction area; Fort Harrison is fallback site but NG also plans to use this site
- State would initiate EMAC requests for advance teams depending on local requests; need to confirm with DOT that infrastructure is available to move resources in
- MTNG will use JRSOI plan to receive incoming forces and send them where needed based on State and County needs
- WYNG TAG would contact MTNG TAG and launch resources immediately, letting EMAC paperwork catch up (other regional TAGs would react similarly)
- FEMA Push Packages come out of territorial logistics centers; contain food, water, tents, communications equipment – 120 truckloads sent from Texas & California
- National Response Framework activated, but Federal Agencies can also send resources on own authority (EPA, TVA, FAA, ESF 2/Communications) – this Federal footprint could likely be up to 1,000 responders—they would be sent to pre-coordinated National Logistic Staging Areas
- NORTHCOM has authority to move resources closer to the affected area (e.g., C2 equipment, heavy lift), but would not commit them until requested by the state

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### **Takeaways – Managing Incoming Resources**

- Integration of incoming resources managed through the local/state resource request process; used as directed by local Unified Command
- SECC will handle resource prioritization throughout the affected area; if this is not working, the Governor's Office or MAC-G group will provide direction
- TAG would contact the NGB to request a Joint Enabling Team (JET) that can augment MTNG staff needs and satisfy NGB information requirements;
- NGB will monitor EMAC system and then identify NG capabilities that meet MT needs; NGB will provide this information to MTNG for EMAC request consideration
- Locals anticipate being overwhelmed, and need assistance with managing incoming resources or else they will be "crushed" – State is developing a program to send incident assistance personnel to assist with resource management
- Incoming responders need to be self-sustaining as possible; affected area infrastructure won't be able to support them; NG will be self-sustaining
- MTNG will deploy LNOs to Local EOCs – they have 18-19 LNOs currently trained
- When requesting resources, consider description by mission vs. resource wanted
- Logistics Section tracks resources – SECC maintains statewide list of resources; need to ensure committed state resources are reported so they are not dual tasked
- MTNG uses Defense Readiness Reporting System to track available NG resources – Joint Capabilities Database updated as of last month; MT DES has access

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**Takeaways – Risk Communication & Public Affairs**

- Pre-event Education – have news releases about earthquakes; highlighting anniversary of the large earthquake; October is Earthquake Preparedness Month for L&C and other counties; a lot of information is sent out – Bottom line: prepare to be “on your own” for 72 hours
- Multi-media approach: Emergency Alert System / Reverse-911 system used during events; PIOs active; public notified of Shelters and how to get to them; information websites used by locals and state for information release; County & State will hold press conferences; will use highway message boards; use of JIC to coordinate media
- Governor’s Office Message: we are aware of the situation and working with responders, doing everything possible to assist and enable; will want to be visible and on the ground; press conferences and contact with public will be continuous
- MTNG Information is coordinated with civilian PIO; MTNG integrated into JIC
- Can reduce call center volume 60% by updating website information often (perhaps more useful to people outside affected area)
- L&C realizes that panicked people will be comforted by just talking to another person; sets up Hotline with trained responders to reduce non-emergency calls to 911.
- Should keep Shelters updated with information to inform victims – Red Cross is incorporating information kiosks but needs state to provide accurate information

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**Takeaways – Risk Communication & Public Affairs**

- Three months of preparedness – Anniversary of Hebgen Lake in August, National Preparedness Month in September, Montana Earthquake Month in October
- Media will also be overwhelmed with the extent of the event; JIC will be able to guide local and national media and provide data for their use; will attempt to steer press to the desired “Hubs” of activity; the JIC will also coordinate with local PIOs
- The centralized location of the JIC will assist the media in picking and choosing what is important to them; if they can get their story, photos, etc. at the JIC it may reduce press presence at incident sites
- Currently no formalized training program for civilian responders interacting with the media
- National Guard trains soldiers on interacting with the press, provides talking points to units supporting State missions, including EMAC forces – Public Affairs Annexes are in Plans
- NGB can provide media training – in advance or “Just in Time” training for General Officers
- If you don’t keep media informed with accurate information, they will make things up –very important to provide the press with factual information you want shared

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### ***Takeaways – Post-Event Recovery***

- There is a state recovery plan. One lesson learned is that the government is not good at recovery – volunteers and private organizations are key
- Will form a Recovery Task Force with L&C County, Helena, and East Helena; a Unified Command will be formed with private sector, local and state agencies and FEMA; will form an Unmet Needs Committee for those who have not been able to receive assistance through normal channels (e.g., FEMA)
- Recovery could take decades (California still recovering from 1994 Northridge Earthquake); most resources needed for recovery will come from outside of state
- Donations Management can be difficult – get word out to send money instead of goods (send donations to Red Cross, other organizations)
- FEMA Assistance Programs will be ongoing for years
- Elko, NV, which had a similar size earthquake, still lacks infrastructure lost to damage; the city center is essentially a ghost town; small towns will have the most difficult recovery, if they recover at all
- Will need to manage public expectations for timing, achievable goals, insurance
- Local DES office will be the coordinator for public messaging; L&C will have public meetings to initiate and continue the recovery process
- Interagency Rapid Response Teams have been organized – will use that framework

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### ***Takeaways – Post-Event Recovery***

- FEMA will bring in Disaster Recovery Centers (DRC) to coordinate individual assistance and process claims
- Management of large mobilization of volunteers is a challenge (Lesson Learned from North Dakota floods)
- MT is working with Volunteer Organizations Active in Disasters (VOAD) and Citizen Corps to train volunteer managers so they will not be overcome during large events; outside help and incoming contractors can overwhelm the available support infrastructure (e.g., hotels, restaurants)
- Majority of money transactions in MT are through paper checks; US Postal Service is a critical lifeline for state's economy and recovery
- Lewis and Clark County invited USPS to send an LNO to the L&C EOC – need to involve USPS in deliberate planning
- Need to identify and coordinate the location of National Logistics Staging Areas (NLSAs) in MT so federal response and recovery assets have staging locations

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