

Stillwater County (MT) Department of Emergency Services

Strategic Plan

FY 24 - 28



This document sets out a strategic plan for the Stillwater County Department of Emergency Services (SC DES). This plan presents a series of statements relating to the Stillwater County Department of Emergency Services vision, mission, and objectives; and sets out its proposed strategies and goals for the next 4 fiscal years.

RECORD OF CHANGES

[illegible]

The signatures below acknowledge receipt of the DES Strategic Plan for FY 24 - 28:

Vision

The vision of the Stillwater County Department of Emergency Services is to create and sustain a safer future for Stillwater County through effective programs, partnerships, and engaged communities committed to saving lives and reducing the impact of disasters.

Mission

The Mission of the Stillwater County Department of Emergency Services is to reduce the loss of life and property and protect the citizens and visitors of Stillwater County through a comprehensive, all hazards, emergency management program of prevention, protection, mitigation, response, and recovery.

To accomplish this mission, the Stillwater County Disaster and Emergency Services will:

1. Develop plans and procedures to ensure the highest level of protection, prevention, mitigation, response, and recovery.
2. Maintain a comprehensive, risk-based, all-hazards emergency management and training program to enhance the knowledge skills and abilities of emergency managers.
3. Coordinate federal, state, and local resources for protection, prevention, mitigation, response, and recovery operations.
4. Develop and maintain a comprehensive, all-hazards, program to help ensure the stability and resilience of seven identified community lifelines:
 - a. Safety and Security
 - b. Food, Water, Shelter
 - c. Health and Medical
 - d. Energy (Power & Fuel)
 - e. Communications
 - f. Transportation
 - g. Hazardous Materials

Strategic Priorities

Strategic priorities of the Stillwater County Disaster and Emergency Services Department are summarized as:

1. Preservation of life and property.
2. Ensure critical services (Community Lifelines - Appendix B) the community depends on are continually provided.
3. Ensure emergency personnel and stakeholders are properly trained and equipped to accomplish their expanded duties during a major emergency or disaster situation.
4. Make the most effective use of available funding and resources to reach our mission and accomplish our goals.
5. Maintain an acceptable level of service for the community regardless of challenges.
6. Improve physical security for government buildings and facilities.
7. Employ cybersecurity procedures and measures to keep governmental information technology systems secure.
8. Design and develop a continuity of operations plan for Stillwater County.



Strategic Goals

The following goals will be accomplished by the Stillwater County Department of Emergency Services with support, collaboration, and consultation from county elected and appointed officials, Stillwater County Local Emergency Planning Committee (LEPC), and key community stakeholders:

1. Continually improve and strengthen all five phases of emergency management.
2. Continue to strengthen personnel and resource capabilities through planning, training, and exercises.
3. Strengthen citizen preparedness through educational programs and outreach activities.
4. Continually improve Emergency Operations Center (EOC) functions and capabilities.
5. Enhance and expand community partnerships and collaboration sharing of resources with Non- Governmental Organizations (NGO's), faith-based organizations, the private sector, and public sector agencies.
6. Maintain a formal Training and Exercise program that is driven by hazard vulnerabilities, stakeholder priorities, corrective actions from After Action Reports, and gaps in capabilities and plans.
7. Work with law enforcement and contracted partners to assess and harden our physical buildings and facilities security.
8. Work with law enforcement, department of information technology, and contracted partners to enhance the cybersecurity for our 911 center, EOC, and technology systems.

Objectives

The following objectives are targeted to support the key goals.

1. Continually improve our Emergency Operations Center capabilities and Operational Response capabilities based on comprehensive assessments.
 - a. Upgrade EOC and Response equipment and technology.
 - b. Improve and test EOC Standard Operating Procedures (SOPs).
 - c. Train EOC staff and first responders on updated protocols.
 - d. Build personnel depth in EOC and operational response functional areas.
 - e. Form a backup EOC plan.
 - f. Regularly integrate with response agencies while on scene of disaster and emergencies.
2. Enhance and expand community partnerships and collaboration sharing of resources with Non- Governmental Organizations (NGO's), faith-based organizations, the private sector, and public sector agencies.
 - a. Continue to hold LEPC meetings, Voluntary Organizations Active in Disaster (VOAD) meetings, and others as identified or created.
 - b. Attend community meetings and special community events. Provide support to the private sector as requested.
3. Maintain a formal Training and Exercise program that is driven by hazard vulnerabilities, Executive leadership priorities, corrective actions from After Action Reports, and gaps in capabilities and plans.
 - a. Define priorities and develop and implement a 5-year training and exercise plan to enhance the knowledge skills and abilities of emergency managers .
 - b. Continue to establish training and exercise program protocols.
 - c. Establish formal corrective action planning protocols for all After Action Reports and Improvement Plans.
 - d. Ensure exercises are conducted following the Homeland Security Exercise and Evaluation Program (HSEEP) methodology and NIMS guidelines.

4. Continue to strengthen personnel and resource capabilities through planning, training, and exercises.
 - a. Ensure the emergency management program maintenance is followed accordingly and plans are reviewed and updated as necessary.
 - b. Ensure revised plans or newly created plans are trained on and followed with appropriate exercise building blocks.
5. Continually improve and strengthen all five phases of emergency management.
 - a. Regularly convene a community planning team to review and revise the Multi-Hazard Mitigation plan as mentioned in the program maintenance.
 - b. Ensure community stakeholders are trained and prepared appropriately for their emergency responsibilities.
 - c. Provide the tools necessary for stakeholders and citizens alike to properly be able to respond to emergency situations in a safe and effective manner.
 - d. Ensure a seamless and effective transition for short- and long-term recovery that brings Stillwater County to its pre-disaster state as soon as practical.
6. Continually assess and improve the physical security for governmental buildings and facilities.
7. Continually support law enforcement and information technology to improve our cybersecurity.

Implementation

Implementation of the above priorities and goals will be accomplished through a combined effort with SC DES leadership and staff, county elected officials, LEPC, local partners, state partners, federal partners, and other individuals or departments. Meetings will be conducted as needed to review goals and priorities, and to define and update strategies for achieving the goals.

Accomplishments & Projected Milestones

Recent Significant Accomplishments:

1. Integrated our land mobile radio system with Cellular Long-Term Evolution (LTE) to enhance overall county-wide communications.
2. Expanded GIS platform and incorporate the use of field maps, for near real time disaster and survey mapping.
3. Assisted with the creation of an Eastern Montana Mutual Aide Agreement which allows for improved coordination of local resources.
4. Assisted with the development and coordination of the Montana Emergency Management Association yearly conference in Red Lodge.
5. Developed an Emergency Operations Center Handbook that provides guidance for all county employees that staff our EOC.
6. Established an Unmanned Ariel Aircraft (UAS) program in partnership with our Sheriff's Office.
7. Partnered with Department of Homeland Security (DHS) – CISA to deliver the first ever active shooter hostile event tabletop exercise (TTX) for the State of Montana.
8. Our Chief of Emergency Services attended an incident command system (ICS) train the trainer course that allows us to provide nationally recognized ICS training locally.
9. Our Chief of Emergency Services was recognized for his work during the 2022 flooding event and 2023 train derailment with this being read into the June 2023 congressional record by Senator Daines.
10. Our Chief of Emergency Services was elected to serve as the Vice President of the Montana Emergency Management Association (MEMA).
11. Secured a Homeland Security Grant (HSG) that will fund active shooter hostile event (ASHE) equipment and training for several counties in our region.
12. Continue to assist with the 2023 train derailment recovery by serving in Unified Command and helping to develop a waterway recovery plan for the Spring of 2024.

13. Started mandatory update of Multi-Hazard Mitigation Plan - to be completed Q3 FY24.
14. Secured EOC space at our newly built Civic Center - to be completed 2024.
15. Continued successful grant program - resulting in the ability to provide many of the programs listed above.

Projected milestones:

1. Design, develop and implement an Active Shooter Hostile Event (ASHE) response plan.
2. Create a system to identify and track county resources.
3. Identify locations and get Memorandum of Understandings (MOU) in place for transportation and sheltering.
4. Complete and move into new EOC.
5. Create a Continuity of Operations Plan for Stillwater County.
6. Update Emergency Operations Plan (EOP).
7. Update Community Wildfire Protection Plan (CWPP).
8. Create and deliver a training program for department heads, elected officials and EOC staff, to meet NIMS compliance requirements.
9. Build personnel depth in EOC functional areas.
10. Create Community Emergency Response Teams (CERT).

**Local Emergency Planning Commission
(LEPC)**

The purpose of the LEPC shall be:

1. To carry out for County of Stillwater and its political subdivisions those responsibilities required of the LEPC pursuant to Public Law 99-499, Superfund Amendments and Reauthorization Act of 1986 (SARA), Title III, and related regulations including but not limited to:
 - a. Developing, training, and exercising of a hazardous material emergency response plan for Stillwater County and its political subdivisions.
 - b. Developing procedures for receiving and storing hazardous material information
 - c. Establishing provisions for public notification of LEPC activities.
2. To plan, develop, train and exercise community emergency response plans for all other risks and hazards identified in Stillwater County including but not limited to flooding, wildfires, major structure fires, winter storms, tornadoes, terrorism, etc.
3. To implement further related activities as may hereafter be legally required by the Federal Government, the State Emergency Response Commission (SERC), or the LEPC.
4. To develop and maintain a compliance checklist as an attachment to the bylaws which shall be used in an annual compliance review.
5. Plan, develop, and exercise community emergency response plans for all hazards and risks identified by Stillwater County, including but not limited to flooding, wildfires, active shooter/ hostile events, winter storms, acts of terrorism, etc.
6. Implement further activities that are legally required by the Federal Government, State Government, State Emergency Response Commission (SERC), or the LEPC.

Program Maintenance

The emergency management program has many elements, and many stakeholders. For the program to be successful, it is necessary to ensure a documented schedule and plan to ensure all plans are evaluated, maintained, and revised as appropriate.

All plans are subject to revision after any EOC activation, incident, or planned event such as an exercise, in which time the plan would reflect items from the After-Action Report and/or Corrective Action Plan. This schedule is subject to change based on Federal, State, or local requirements, or items with grant funding attached, or as needed.

SC DES will be responsible for:

1. Ensuring this program maintenance is adhered to by initiating the review and revision process
2. Maintaining records of plan maintenance
3. Maintaining records of corrective actions on plans exercised or tested during real or planned events.
4. Ensure the appropriate stakeholders are involved in the review/revision process, and all members have access to plans.

PROGRAM PLAN MAINTENANCE TABLE

Plan	Last Review	Last Revision	Next Review or Revision Due*	Revision Cycle*
EOP	2023	2019	2025	5 years per MTDES and FEMA
Multi-Hazard Mitigation Plan	2021	2021	2024	5 years per FEMA
EOC Handbook		2024	2025	Annually
CWPP		2006	2024	In Progress
Training & Exercise Plan (Appendix C)	2022	2022	2023	Annually
THIRA/ GAPS (Appendix D)		2023	2024	Annually per MTDES and FEMA
County Workplan for MT DES/ FEMA	2024	2024	2025	Required for grant funding

*** Or earlier as deemed necessary**

APPENDIX A
CORE CAPABILITIES WITHIN THEIR **MISSION** AREAS

Core Capabilities List

PREVENT	PROTECT	MITIGATE	RESPOND	RECOVER
Planning	Planning	Planning	Planning	Planning
Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning	Public Information and Warning
Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination	Operational Coordination
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cybersecurity	Long-Term Vulnerability Reduction	Environmental Response / Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-Scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	



FEMA

APPENDIX B COMMUNITY LIFELINES

Community Lifelines



lifelines@fema.dhs.gov



fema.gov/media-library/assets/documents/177222

Definition

A lifeline enables the continuous operation of **critical business** and **government functions** and is essential to human health and safety or economic security.

Purpose

Root Cause Analysis

Interdependencies

Prioritization

Ease of Communication

Assessing

Status → What?

Impact → So What?

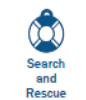
Actions → Now What?

Limiting Factors → What's the Gap?

Stabilization

Occurs when basic lifeline services or capabilities are provided to survivors (may be temporary solutions requiring sustainment).

COMPONENTS of Lifelines



APPENDIX C
FY23-FY28 TRAINING AND EXERCISE PLAN

Training, Education, and Exercise Plan

This table represents recurring and known education and training expectations through 2028.
This is subject to change.

Name/Description	Frequency	Time Requirement	Location
MT DES Forum			
State sponsored education and training that brings all DES personnel from around the state together	Annual	5 days	Helena, MT
MT Association of Emergency Management			
Professional Association meeting for all emergency managers in Montana	Annual	3 days	Location cycles (2024 Butte)
Active Shooter/ Hostile Event Training (ASHE)			
Initial certification courses or courses that continue to support ASHE education.	Annual	Varies	Varies
Montana Fire Wardens Association			
Professional association meeting for all Fire Wardens in Montana	Semi-Annual	5 days	Location cycles
NIMS/ICS Training/ FEMA Basic Academy			
National Incident Management System/Incident Command System Training	Varies	Varies (1-5 days)	Varies
Sibanye Stillwater Mine			
Tailing Pond Failure TTX – Review emergency action plan and conduct a TTX	Annual	2 hours	Varies - LEPC
Refinery/Pipeline Exercise			
EPCRA Required. This exercise tests response, mass casualty, sheltering, reunification, and communications procedures dependent on agencies involved.	2-3 times per year	1 Day	Varies
Other Trainings and Exercises			
As available or as required	6 times per year	Varies (1-5 days)	Varies

APPENDIX D ANNUAL THIRA/SPRs

