



Board of Livestock Meeting

Agenda Request Form

From: Leslie Doely		Division/Program: Brands Enforcement Division			Meeting Date: August 2, 2018		
<u>Agenda Item:</u> Out of State Travel Report							
Background Info: Out of state travel report for travel to ILIA in Bend, OR from Ty Thomas.							
Recommendation:							
Time needed: consent agenda	Attachments:	Yes	No	Board vote required?	Yes	No	
<u>Agenda Item:</u>							
Background Info:							
Recommendation:							
Time needed:	Attachments:	Yes	No	Board vote required	Yes	No	
<u>Agenda Item:</u>							
Background Info:							
Recommendation:							
Time needed:	Attachments:	Yes	No	Board vote required:	Yes	No	
<u>Agenda Item:</u>							
Background Info:							
Recommendation:							
Time needed:	Attachments:	Yes	No	Board vote required:	Yes	No	

I.L.I.A 2018 report

Matt Noyes and I traveled to Bend, OR for the 2018 International Livestock Identification Association Conference July 15 thru the 19. While there we had the opportunity to network with other states on various topics that included brand inspection services and investigations. I visited with Lee Romsa from Wyoming on how their department is functioning without enforcement for the time being and when they would be filling those enforcement positions. I talked with Blaine Northrop out of North Dakota on recruitment in the markets as they are having some of the same problems we are getting qualified people to apply. Blaine and I also talked about getting the five state meetings back in place between MT, ND, SD, NE, WY, and now Saskatchewan. These meetings would be for our Law enforcement personnel to discuss cases and people of interest that cross borders. I also had the opportunity to hear from the Washington representation on how their livestock inspection program is facing a budget shortfall that may end the state's brand inspection program. Dave Hester from Nebraska told us that they were implementing weekly truck stops in Nebraska with their investigators. I was appointed to the investigator committee for the association.

The speakers that we had during the conference are as follows: Jack Taniewski DVM from APHIS on traceability on importation and exportation of beef in the U.S. Burt Rutherford with BEEF magazine went over data collected from polls his publication put out to producers across the U.S. on identification and traceability. Stephen Goldsmith DVM with the FBI talked about how to better protect our producers from espionage and possible FMD outbreaks. Kevin Kester the president of NCBA talked about identification and traceability at the congressional level as well as funding for the national FMD vaccination stockpile. Steve Lund and Jay Olsen on new technology in geofencing and animal tracking devices. Aaron Scott DVM with the Animal Disease Traceability and Veterinary Accreditation Center talked about traceability and how brands can be used as a form of identification. David Garcia with the Federal Motor Carrier Safety Administration spoke on the electronic logging device used in transportation. Jed Pugsley with the PRCA spoke on how to deal with animal rights activists. Finally, Othon Reynoso- Campos with the National Confederation of Livestock Organizations in Mexico talked about Mexico's identification and traceability programs.

**Montana Department of Livestock
Board of Livestock Meeting Report
Meat and Poultry Inspection
July 20, 2018**

Board Report in Lieu of Presentation

General Updates

- The bureau has been working on various administrative actions and will update the Board as appropriate
- The interview process has been completed for the Food Safety Officer/EIAO position in meat and poultry inspection. We received 15 applicants in the pool. Many well qualified applicants with strong science backgrounds applied for the position including veterinarians and an individual with a PhD. The bureau selected the two most strongly qualified individuals for interview.

**Montana Department of Livestock
Board of Livestock Meeting Report
Milk Control Bureau
July 25, 2018**

Consent Agenda Report for BOL August 2, 2018 Meeting

The Board of Milk Control proposed amending Class II and Class III price formulas in rule proposal MAR 32-18-290. Comment period for the proposal ends at 5:00 p.m. on Friday, August 3, 2018. A hearing on the proposal will be held at the Agency Legal Services office at 9:00 a.m. on Friday, August 3, 2018. As a hearing, the Board of Milk Control will not be present and there will not be dialogue. The purpose of the hearing is for affected parties and stakeholders to provide testimony on the proposed amendments.

The Board of Milk Control tentatively has scheduled a meeting on Wednesday, August 22, 2018 at 8:00 a.m. to discuss public comment received on MAR 32-18-290, approve responses to comments received, and potentially vote to adopt the proposed rules (as proposed or with changes). The Board of Milk Control is not obligated to take action at this meeting. The Bureau is making no predictions about whether the Board of Milk Control will take action. The meeting will be held in the Department of Livestock conference room. Members of the Board of Milk Control may participate by telephone.

The Board of Milk Control may consider EPP requests, but at this time, the Bureau does not anticipate any EPP requests will come from the Board of Milk Control

Department of Livestock	1) Division Animal Health and Food Safety
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2) Employees Traveling
 Marty Zaluski
 Tahnee Szymanski
 Eric Liska

3) Justification
 The Animal Health Bureau is requesting travel authorization for three individuals to attend the United States Animal Health Association annual meeting in Kansas City, MO (October 18-25). This annual meeting is the single most critical meeting for discussing animal health programs, preparedness, and timely issues relating to animal health with other state animal health officials and federal counterparts. Dr. Zaluski currently sits on the executive committee of USAHA. As the Bureau Chief for the Animal Health Bureau and assistant State Veterinarian, Dr. Szymanski administers multiple programs including rabies, and captive cervids for which committee meetings USAHA will be informative. Additionally, Dr. Szymanski will be able to attend meetings in the place of Dr. Zaluski if he is busy with other commitments. Dr. Liska is the chair of the Brucellosis sub-committee and will be presiding over that meeting.

Cost of attendance expected to be covered by cooperative agreement (Zaluski, Szymanski) and General Fund (Liska)

Travel: \$1000 (estimated)
 Hotel: \$1120 (Zaluski), \$1120 (Szymanski), \$800 (Liska)
 Per Diem: \$350 (Zaluski), \$350 (Szymanski), \$276 (Liska)

TOTAL: \$5016

4) Itinerary
 Marty Zaluski - October 18-25
 Tahnee Szymanski - October 18-25
 Eric Liska - October 20-24

5) Submitted By	Requested By Tahnee Szymanski	Title Assistant State Veterinarian	Date 8/3/2018
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Approval - to be Completed by Agency Authorized Personnel		
Date Approved by Board 8-2-18	Board Chair / EO <i>John Stiefel</i>	Date 8-2-18

NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.

Department of Livestock	1) Division Animal Health
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2) Employees Traveling

Marty Zaluski, Tahnee Szymanski, Eric Liska, and Travis Elings

3) Justification

The Western States Livestock Health Association annual meeting is a chance for state animal health officials from 17 western states to meet and discuss current issues. Meetings topics include brucellosis, trichomoniasis, avian influenza, traceability, and tuberculosis. The meeting is an opportunity to collaborate with other states on policy that impacts animal health issues in our respective states.

Animal health is requesting permission for four attendees (Zaluski, Szymanski, Liska, and Elings).

The meeting is to be held June 2019 in Park City, UT.

Estimated cost of attendance per person:

Registration	\$250
Travel (estimate-state car)	\$150
Lodging - \$150/night (X4)	\$600
Per Diem - \$46/day (X5)	\$230
Total (per person)	\$900

Travel would be covered under Animal Disease Traceability (cooperative agreement) for one person, Cattle Health (cooperative agreement) for one person, and animal health for two people.

4) Itinerary

Dates TBD

5) Submitted By	Requested By Tahnee Szymanski	Title Assistant State Veterinarian	Date 8/2/2018
Approval - to be Completed by Agency Authorized Personnel			
Date Approved by Board <i>8-2-18</i>	Board Chair / EO <i>John Schepelt</i>	Date <i>8-2-18</i>	
NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.			

Department of Livestock	1) Division Animal Health
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2) Employees Traveling

Sara Starkey, Sam Novak

3) Justification

USAHerds is a software system used by the Animal Health Division for managing and tracking animal imports and exports, quarantines, and the brucellosis program testing. The program is also used by several other states. A hands-on workshop is held once a year to help end users use new features and better use the program through collaboration with others.

Animal Health is requesting out-of-state travel approval for two individuals (Brooke Ruffier and one other employee) to travel to the USAHerds User Group Annual Meeting.

The conference date and location is TBD. The detailed breakdown is below, but the total costs are estimated to be \$1540-1750. Travel for both individuals will be covered out of the Animal Disease Traceability Cooperative Agreement.

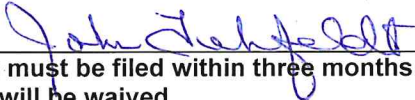
Costs per person:

- Flight: \$700-900
- Hotel: \$140/night for 4 nights= \$560
- Per Diem:
 - o Monday \$46
 - o Tuesday \$46
 - o Wednesday \$46
 - o Thursday \$46
 - o Friday \$46
- Registration \$50

Max grand total including registration: \$1540-1750

4) Itinerary

Spring 2019, Date TBD.

5) Submitted By	Requested By Tahnee Szymanski	Title Assistant State Veterinarian	Date 8/2/2018
Approval - to be Completed by Agency Authorized Personnel			
Date Approved by Board 8-2-18	Board Chair / EO 	Date 8-2-18	
NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.			

Department of Livestock	1) Division Animal Health Bureau
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2) Employees Traveling
Dr. Eric Liska

3) Justification
The Wyoming BCT has historically asked for health officials from Montana, Idaho and USDA to give update on their respective agencies. State and federal wildlife agencies and research groups often present on new research and give updates as well.

This has been an opportunity to share information and work with the other GYA state and USDA officials, on brucellosis related issues. This meeting is now held annually in the spring, (generally in April). It is a one day meeting that requires two ½ days of travel (State vehicle) and one night, out of state, hotel stay.

Estimated cost of attendance:
Travel: 800 miles (round trip in State vehicle)
Hotel: \$130
Per Diem: 2 days=\$92
TOTAL: \$222

4) Itinerary
Exact date yet to be determined. Dr. Liska will depart the morning prior, and return after the meeting.

5) Submitted By	Requested By Eric Liska	Title Brucellosis Program DVM	Date 8/2/2018
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Approval - to be Completed by Agency Authorized Personnel		
Date Approved by Board 8-2-18	Board Chair / EO <i>Jake Schepelt</i>	Date 8-2-18

NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.

Department of Livestock	1) Division Animal Health and Food Safety
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2) Employees Traveling
Tahnee Szymanski
Eric Liska

3) Justification
This is an annual meeting of the Brucellosis Research Group. The meeting rotates between the three GYA states and will be held in Cody, Wyoming this year. Each year, USDA, N. Rocky Mountain Science Center (USGS-research group), Wyoming Game and Fish, Montana FWP, University of Wyoming, Wyoming Livestock Board, and the Idaho Department of Agriculture, give updates on brucellosis programs, and current and proposed research on brucellosis.

Input from members in attendance helps to direct new research.

Benefits to attendance include keeping up to date on the status of the 3 GYA brucellosis regulatory programs, update the group on Montana's program, the most current brucellosis research, and Montana having input that will help direct new research.

4) Itinerary
Meeting to be held in Cody, Wyoming September 26th (all day) and half day on September 27th
Transportation: State vehicle
Lodging: \$200
Per diem: \$104
Total:

5) Submitted By	Requested By Tahnee Szymanski	Title Assistant State Veterinarian	Date 7/20/2018
Approval - to be Completed by Agency Authorized Personnel			
Date Approved by Board 8-2-18	Board Chair / EO <i>John Tschoppelt</i>	Date 8-2-18	
NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.			

Department of Livestock	1) Division Animal Health and Food Safety
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2) Employees Traveling

Marty Zaluski

3) Justification

The Government Relations Committee (GRC) of the United States Animal Health Association (USAHA) is a meeting that takes place in Washington DC in March.

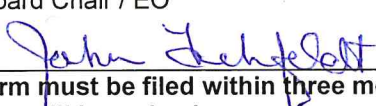
This meeting is important to fulfill USAHA's mission of outreach and education. Additionally, the meeting helps the USAHA in ensure that responses to resolutions are timely, and constructive. The GRC typically meets every March.

The GRC is combined with a meeting of the USAHA executive committee of which Marty Zaluski is a First Vice President.

Travel costs are typically split between federal and Per Capita funds.

4) Itinerary

The GRC is a two-day meeting, and the executive committee meets for an additional half day. Travel typically starts on Monday, with return on Friday. Cost including travel, hotel, and Perdiem is typically \$2,000.

5) Submitted By	Requested By Tahnee Szymanski	Title Assistant State Veterinarian	Date 7/20/2018
Approval - to be Completed by Agency Authorized Personnel			
Date Approved by Board 8-2-18	Board Chair / EO 	Date 8-2-18	
NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.			

Department of Livestock	1) Division Animal Health and Food Safety
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2) Employees Traveling

Marty Zaluski

3) Justification

Summer meeting of the USAHA Executive Committee

The Executive Committee of the The United States Animal Health Association (USAHA) holds several meetings a year to plan the fall meeting, review budget, conduct performance appraisals of hired staff, and ensure that the USAHA meets the needs of members which include government officials, industry representatives, and members of the industry.

In addition to meetings held during the fall USAHA membership meeting (October), as well as the Government Relations Committee (March), the executive committee meets once during the summer (typically August).

Travel costs are paid with State Special Revenue.

4) Itinerary

The Executive Committee is typically two half-day meetings which allows no more than two overnight stays. Cost is typically \$1,500.

5) Submitted By	Requested By Tahnee Szymanski	Title Assistant State Veterinarian	Date 7/20/2018
Approval - to be Completed by Agency Authorized Personnel			
Date Approved by Board 8-2-18	Board Chair / EO <i>John Schfeldt</i>	Date 8-2-18	
NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.			

Department of Livestock	1) Division Animal Health and Food Safety
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2) Employees Traveling

Martin Zaluski

3) Justification

Following human outbreaks of salmonella in 2015 and 2016 linked to consumption of roaster pigs, FSIS executed an MOU requiring cooperation from USDA in finding a "root cause" of the outbreak. While on-farm sampling did not take place following this incident, CDC (Centers for Disease Control), USDA and livestock industry groups committed to develop a matrix (decision tree) that would establish circumstances when on-farm-sampling is appropriate. A workshop is scheduled for late September 11-13, 2018 in Washington DC to develop this matrix, and DOL has been requested to attend to provide subject matter expertise.

The consequences of not attending this workshop are that decisions will be made about when on-farm-sampling takes place without receiving input from the State of Montana. Montana producers will be bound by the outcome of these deliberations.

4) Itinerary

Meeting to be held September 11-13, 2018 in Washington DC.
 Estimated costs, covered by (Federal cooperative agreement) are:
 Airfare: \$800
 Lodging: \$500
 Per diem: \$130

5) Submitted By	Requested By	Title	Date
	Martin Zaluski	State Veterinarian	7/27/2018

Approval - to be Completed by Agency Authorized Personnel		
Date Approved by Board	Board Chair / EO	Date
8-2-18	<i>John J. Schmitt</i>	8-2-18

NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.

Department of Livestock	1) Division Animal Health Bureau
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2) Employees Traveling

Travis Elings
Tyler Thomas

3) Justification

This is a two day training workshop that develops the concepts and operational tools for:

- 1- joint law enforcement and animal-plant health agency investigational techniques and procedures,
- 2- agricultural threat and intelligence briefings,
- 3- application of operational case studies and field scenarios,
- 4- concepts of information sharing, joint interviews, and hazardous materials (CBRN) crime scene investigations, and
- 5- Red Cell exercises.

The Animal-Plant Health (APH) Joint Criminal-Epidemiological Investigations Course was developed by the FBI, USDA APHIS VS, and other subject matter experts. This course, which addresses the specific threats to animal-plant health and the pre-harvest phases of agricultural production, is based on the existing Public Health Criminal-Epidemiological Investigations Course developed and implemented by the FBI and CDC.

Two day course with dates in November with dates yet to be determined. Fly in the day before and leave the day after.

Depart from Billings for College Station

- Flight \$800 (x2)
- Hotel \$150 (x2)
- Per Diem \$150 (x2)
- Total \$2200

4) Itinerary

College Station, TX
Dates TBD

5) Submitted By	Requested By Tahnee Szymanski	Title Assistant State Veterinarian	Date 8/3/2018
Approval - to be Completed by Agency Authorized Personnel			
Date Approved by Board 8-2-18	Board Chair / EO <i>John Tiefelst</i>	Date 8-2-18	
NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.			



Board of Livestock Meeting

Agenda Request Form

From: Steve Smith	Division/Program: MVDL	Meeting Date: 8/2/18
<u>Consent Agenda Item: Travel Request - Quality Management Training</u>		
Background Info:		
See attached travel request. This is a training session hosted by NAHLN and AAVLD, which will be fully covered by NAHLN funds.		
Recommendation:		
Approval of the travel request		
Time needed:	Attachments:	<u>Yes</u> No Board vote required? <u>Yes</u> No
<u>Agenda Item:</u>		
Background Info:		
Recommendation:		
Time needed:	Attachments:	Yes <u>No</u> Board vote required <u>Yes</u> No
<u>Agenda Item:</u>		
Background Info:		
Recommendation:		
Time needed:	Attachments:	Yes <u>No</u> Board vote required: <u>Yes</u> No
<u>Agenda Item:</u>		
Background Info:		
Recommendation:		
Time needed:	Attachments:	Yes <u>No</u> Board vote required: Yes <u>No</u>

Department of Livestock	1) Division AH&FS (MVDL)
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2) Employees Traveling
Tess Moore

3) Justification
This is an annual training meeting for quality managers, co-hosted in Ames, Iowa by the National Animal Health Laboratory Network (NAHLN) and the AAVLD, which will provide valuable information for the maintenance and improvement of our laboratory Quality Management System. One particular area of interest is specific training in performing internal audits of the laboratory sections to ensure compliance.

All travel costs (\$1500) associated with this meeting will be covered by federal funds allocated specifically for this purpose, as part of our NAHLN grant. There will be no additional cost to the regular laboratory budget.

4) Itinerary
8/6/18-8/10/18

5) Submitted By	Requested By Steve Smith	Title Interim Laboratory Director	Date 7/19/18
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Approval - to be Completed by Agency Authorized Personnel		
Date Approved by Board 8-2-18	Board Chair / EO John Gehfeldt	Date 8-2-18

NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.



Board of Livestock Meeting

Agenda Request Form

From: Leslie Doely	Division/Program: Brands Enforcement Division	Meeting Date: 8/2/18
<u>Agenda Item:</u> Out-of-State Travel Requests		
Background Info: International Livestock Identification Conference July 14 – 17, 2019 in Calgary, AB Western States Livestock Investigators Association Conference March 2019 in Reno, NV		
Recommendation:		
Time needed:	Attachments:	Yes <input type="checkbox"/> No <input type="checkbox"/> Board vote required? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
<u>Agenda Item:</u>		
Background Info:		
Recommendation:		
Time needed:	Attachments:	Yes <input type="checkbox"/> No <input type="checkbox"/> Board vote required <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
<u>Agenda Item:</u>		
Background Info:		
Recommendation:		
Time needed:	Attachments:	Yes <input type="checkbox"/> No <input type="checkbox"/> Board vote required: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>
<u>Agenda Item:</u>		
Background Info:		
Recommendation:		
Time needed:	Attachments:	Yes <input type="checkbox"/> No <input type="checkbox"/> Board vote required: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>

STATE OF MONTANA
Department of Livestock

**REQUEST AND JUSTIFICATION
 FOR OUT-OF-STATE TRAVEL**

Division: Brands Enforcement

Justification:

The International Livestock Identification Conference is an important networking and learning opportunity for our department. The event hosts brands personnel from all Western states and provinces. Please see the attached itinerary for a comprehensive explanation of the variety of relevant topics.

Itinerary:

International Livestock Identification Conference
 Location: Calgary, AB
 Conference Dates: July 14-17, 2019

Depart from Helena (driving) on July 13
 Return from Calgary (driving) on July 18

Total time: 6 days

Cost Estimate:

Car Rental from Motorpool: \$199.72
 Hotel Rooms, 5 nights @ \$141 US per night: \$705.00
 Registration per membership enrollment \$200.00
 Meals per diem per person: \$181.00

Cost for 1 to attend \$1,285.72
 Cost for 2 to attend \$2,371.72
 Cost for 3 to attend \$3,457.72
 Cost for 4 to attend \$4,543.72
 Cost for 5 to attend \$5,629.72

Submitted by:	Requested by: Leslie Doely	Title: Administrator	Date: 7/24/2018
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Approval – to be completed by agency authorized personnel

Date approved by Board: 8-2-18	Board Chair/CEO: <i>John Feldt</i>	Date: 8-2-18
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NOTE: Travel expense vouchers must be submitted within 90 days following travel or the right to reimbursement will be waived.

Department of Livestock	1) Division Brands Enforcement
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2) Employee(s) Traveling

3 staff members: 1 investigator, 2 managers

3) Justification

This conference provides law enforcement and investigative training and important networking opportunities with livestock-related law enforcement from all over western US and Canada. The contacts our staff make at this conference provide an excellent network of resources from the entire western region that can provide assistance with investigations and interstate cases. They also provide information and context by placing a wide range of experiences to call on when needed.

4) Itinerary

Western States Livestock Investigators Association
March TBD, 2019
Reno, NV

5) Cost Estimate

3 nights hotel (\$95 each)
4 days per diem (\$43 each)
3 airfare (\$400 each)
3 registration (\$150 each)
total cost estimated at \$688 per person or \$2,064 for three attendees

6) Submitted By	Requested By Leslie Doely	Title Administrator	Date 6/26/2018
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Approval - to be Completed by Agency Authorized Personnel			
Date Approved by Board 8-2-18	Board Chair or EO <i>John J. [Signature]</i>	Title	Date 8-2-18

NOTE: A travel expense voucher form must be filed within three months after incurring the travel expenses, otherwise the right to reimbursement will be waived.

MDOL Priority #	Description	Bureau/Program	Fund Source	2020 Estimated Cost	2021 Estimated Cost	OTO	New FTE
1	<p>Additional funding for Montana's DSA for Brucellosis. The cost of Montana's Designated Surveillance Area (DSA) for brucellosis has increased by 40% since 2009 and will likely continue as long as the disease is unmitigated in the state's wildlife. In FY 18 brucellosis testing cost the department approximately \$8.30 per head for 88,000 tests.</p> <p>The request for an additional \$300,000 addresses the proposed DSA expansion in Beaverhead County that will include \$100,000 to test an additional 12,000 test eligible animals as well as \$200,000 to address annual increases in testing.</p>	AHB	GF	\$ 300,000	\$ 300,000	NO	NO
2	Leased Vehicles (2) These vehicles will be allocated to the two new MPIB Inspectors. Without these leased vehicles, the MPIB would be required to pay significant vehicle mileage rates to individuals using personal vehicles to perform inspection services.	MPIB	GF	\$ 14,000	\$ 14,000	NO	NO
3	Equipment : 1) Laptops (8)/Printers (4) The MPIB is requesting 8 laptop computers to replace federal loaner computers that were sent to us from FSIS to replace non-functioning department purchased computers. States are required to purchase computers from FSIS and are configured with federal security protocols. According to FSIS the loaners will not be replaced if they fail. This would leave inspection staff without the ability to conduct business. Although we have gotten replacements when loaners fail, FSIS is stopping that practice. 2) Fat Analyzers (3) The MPIB currently possesses three fat analyzers. Currently, these analyzers are spread thin throughout the three inspection districts. Due to geography and size of the equipment, these analyzers are transported around the state by inspection staff. However, these analyzers have significant age on them that may approach 15 years. This request is to replace this equipment with more modern equipment. This equipment is used to test more than 50 samples per year.	MPIB	GF	\$ 19,700		YES	NO
4	Increased sampling costs. Due to increased laboratory testing materials costs, the public health lab doubled the cost of each test conducted. In addition, there are new federal requirements that increased the number of scientific samples that are to be taken by state meat inspection programs for some products. We currently conduct approximately 692 scientific tests at the health lab per year.	MPIB	GF	\$ 15,866	\$ 15,866	NO	NO
	CWD testing at MVDL: Equipment, training, and 0.5 FTE technician for ELISA test. Equipment – \$160,000, training \$15,000, and 0.5 FTE technician for 0.5 FTE	MVDL	GF	\$ 209,000	\$ 34,000	NO	NO
	FTE Funding for two Inspectors (require 2 leased vehicles)	MPIB	GF	\$ 81,444	\$ 81,444	NO	NO

MDOL Priority #	Description	Bureau/Program	Fund Source	2020 Estimated Cost	2021 Estimated Cost	OTO	New FTE
1	Predator Control (USDA-WS)	EO/CSD	PCF	150,000	150,000	NO	NO
2	Attorney, MDOL	EO/CSD	PCF	100,000	100,000	NO	YES
3	Replace essential law enforcement equipment: Replacement of handguns for law enforcement in FY20 (detailed quote available). Recommended replacement rate not to exceed 10 years. Current handguns were purchased in 2008. Replace ballistic vests for law enforcement in FY21. Recommended replacement rate is 5-years. Staff: 16 district investigators, 3 managers, 2 bison LEOs. Estimated at \$450 per vest	Enforcement	PCF	7,446	9,450	YES	NO
4	Additional lease vehicles to replace 4 Department-owned district investigator vehicles. \$9,144 per day used, \$0,179 per mile at average 230 days and 22,000 miles per vehicle per year or \$6,041.12 per vehicle per year	Enforcement	PCF	24,164	24,164	NO	NO
5	Lab Equipment : 1) Replacement of aging, malfunctioning, heavily used centrifuge in the serology section of the laboratory. This is one of the highest volume sections of the laboratory, and this equipment is vital to operations. 2) Two new microscopes for pathology, and upgrade existing microscopes for parasitology/microbiology and histology. This purchase will address areas of inadequacy identified during the 2017 AAVLD site visit and accreditation report.	MVDL	PCF	44,572	30,000	YES	NO
6	Staff Veterinarian responsible for emergency preparedness and disease control duties (rabies, epidemiologic investigations). This position will address gaps identified in the recent Foot & Mouth Disease exercise.	AHB	PCF	100,000	100,000	NO	NO
7	Software systems at Department of Livestock used to enter laboratory results, inspection information, and maintain user databases by the Milk and Egg Inspection Bureau, Meat and Poultry Inspection Bureau, and the Milk Lab at the Veterinary Diagnostic Laboratory, are at their end-of-life. These systems have no outside or internal tech support, and therefore, failure in function is likely to disrupt these bureaus' ability to fulfill their mission. Replacement of these systems is a priority.	MVDL/M&PI/M&E	PCF	650,000	650,000	YES	NO
8	Temporary staff for Brands Rerecord: 1 full-time, temporary employee from October 1, 2020 through March 31, 2022. 9 months per year equates to 0.75 FTE for each year of the biennium. Additional full-time temp through staffing agency from January 1 - March 31, 2021 and November 1, 2021 - January 31, 2022. Cost \$14.50 per hour for 520 hours per year or \$7540 per year of the biennium	Helena Office-Brands	PCF	43,420	43,420	YES	YES
9	Public Information Officer	EO/CSD	PCF	80,000	80,000	NO	YES
10	Replace hematology analyzer in Clinical Pathology. This is an aging piece of equipment, which is used for the highest volume tests in this section of the laboratory. Current service contracts are no longer available. Repair may still be possible in the immediate and short-term future, but could be costly. (Continuing to explore lease options.)	MVDL	PCF	115,000		YES	NO
11	Training : Investing in staff development and training pays dividends to an organization. We currently have no funds allocated to training. Law enforcement staff have new minimum requirements to maintain POST certification, all staff face continual advances in technology that need to be kept updated; training new field staff in safe animal handling practices is vital, as is management and leadership training for supervisors.	All	PCF	10,900	10,900	NO	NO
12	Update hardware to allow gigabit speeds for MVDL network	MVDL	PCF	40,000	5,000	NO	NO
13	Vehicle for AHB Veterinarian	AHB	PCF	-	25,000	YES	
14	Additional 0.75 FTE to be used as a temp in BE Helena Office Bureau. The long-term goal of this office is to implement electronic inspection methods, which should shift the work of existing compliance techs from data entry to improved timeliness and compliance work. However the current staff are unable to sustain the amount data entry needed. This position would allow temporary staffing until electronic means could be implemented. Pay at \$15 hourly = \$23,400 salary and roughly \$12,480 benefits or \$35,880 total annual cost	Helena Office - Inspection	PCF	35,880	35,880	YES	YES
15	Add additional Funding for 2% PCF collection paid to DOR. PCF revenues have increased since 2015 which was the last time the budget was set for this expense. This will be 68000 transfers expense.	Accounting & Finance	PCF	15,000	15,000	NO	NO
16	Currently, AH collects revenues for the sales of health books and Trich tags. The cost of the books and tags are paid from PCF fund. Although the costs are paid from PCF, the revenues cannot go to PCF fund. The book sales are deposited in 02427 Animal Health Fund. Fund 02427 was used mostly for Diag Lab fees, but these sales were accounted for in 02427 as well. I propose spending authority in Fund 02427.	Animal Health - Import Office	Other SSR	26,000	26,500	NO	NO
17	The import office fund 02426 PCF could be reduced by same amount as requested in priority #2 for the same reason, if needed.	Animal Health - Import Office	PCF	(26,000)	(26,500)	NO	NO

Priorities 14 -17 should be considered as non-discretionary requirements.

**MONTANA DEPARTMENT OF LIVESTOCK
PROJECTED DEFERRED REVENUE
AUGUST 02, 2018**

	ESTIMATED ANNUAL REVENUE						
	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
ESTIMATED PER CAPITA FEE REVENUE	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000	4,800,000
CURRENT PER CAPITA FEE AUTHORITY	3,378,848	3,378,848	3,378,848	3,378,848	3,378,848	3,378,848	3,378,848
2015 80% MARKET ADJUSTMENT	450,000	450,000	450,000	450,000	450,000	450,000	450,000
EXCESS REVENUES OVER AUTHORITY	971,152	971,152	971,152	971,152	971,152	971,152	971,152
EPP ITEMS - CONTINUING EXPENSES	-	494,064	458,564	458,564	458,564	458,564	458,564
EXCESS REVENUES OVER CONTINUING AUTHORITY	971,152	477,088	512,588	512,588	512,588	512,588	512,588
EPP ITEMS - ONE TIME ONLY EXPENSES	-	896,318	793,750	-	-	-	-
EXCESS REVENUES OVER AUTHORITY	<u>971,152</u>	<u>(419,230)</u>	<u>(281,162)</u>	<u>512,588</u>	<u>512,588</u>	<u>512,588</u>	<u>512,588</u>



Board of Livestock Meeting

Agenda Request Form

From: George Edwards		Division/Program: Livestock Loss Board		Meeting Date: 8/2/18		
<u>Agenda Item:</u>						
Background Info: Livestock Loss Board Statistics/Significant increase in the number of animals over 2017						
Recommendation:						
Time needed: 10 minutes	Attachments:	Yes		Board vote required?		No
<u>Agenda Item:</u>						
Background Info:						
Recommendation:						
Time needed:	Attachments:	Yes	No	Board vote required	Yes	No
<u>Agenda Item:</u>						
Background Info:						
Recommendation:						
Time needed:	Attachments:	Yes	No	Board vote required:	Yes	No
<u>Agenda Item:</u>						
Background Info:						
Recommendation:						
Time needed:	Attachments:	Yes	No	Board vote required:	Yes	No
<u>Agenda Item:</u>						
Background Info:						
Recommendation:						
Time needed:	Attachments:	Yes	No	Board vote required:	Yes	No

August 1 2018

Montana LLB
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 Helena MT 59620
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George Edwards
 Executive S Director
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Counties	Cattle	Sheep	Goats	Guard	Horse	Swine	Totals	Payments
Beaverhead	1						1	\$968.80
Carbon	17						17	\$16,446.77
Daniels						1	1	
Flathead	2						2	\$2,205.00
Glacier	5						5	\$5,234.95
Granite						1	1	
Lake	1						1	\$964.85
L&C	4	6	6				16	\$6,175.73
Lincoln		1					1	\$186.30
Madison	4						4	\$12,869.78
Missoula		3					3	\$689.95
Park							0	
Pondera	3						3	\$3,289.30
Powell	7						7	\$7,229.68
Ravalli		8					8	\$1,883.73
Sanders							0	
Sweet Grass	2						2	\$1,799.50
Teton	7	7					14	\$11,840.00
Totals	53	25	6	0	2	0	86	\$71,784.34

Wolves

Confirmed	23	2				
Probable	2	1				
Value	\$33,474.78	\$666.93				
Owners	11	1				

Grizzly Bears

Confirmed	19	7				
Probable	9					
Value	\$30,893.44	\$3,399.52				
Owners	13	3				

Mtn Lion

Confirmed		11	6		2	
Probable		4				
Value		\$3,284.26	\$1,017.91		in process	
Owners		5	1		2	

January 1 to August 1, 2017	61 head	\$50,844.42	difference	\$20,939.92
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Board of Livestock Meeting

Agenda Request Form

From: Evan Waters		Division/Program: Centralized Services			Meeting Date: 08/02/2018		
<u>Agenda Item:</u> State Special Revenues							
Background Info: Present revenues for all state special revenue funds.							
Recommendation: n/a							
Time needed: 15 min	Attachments:	Yes X	No	Board vote required?	Yes	No X	
<u>Agenda Item:</u> Year end (June 30, 2018) Budget Status report							
Background Info: Report expenditure to budget comparison report by division and/or bureau and attached boards. This report also compares current year expenditures to prior year expenditures.							
Recommendation: n/a							
Time needed: 10 min	Attachments:	Yes X	No	Board vote required	Yes	No X	
<u>Agenda Item:</u> FY 2019 Budget and carry forward authority							
Background Info: Report the 2019 appropriated budget, 2017 carry forward authority and the estimated 2018 carry forward authority.							
Recommendation: n/a							
Time needed: 5 Min	Attachments:	Yes X	No	Board vote required:	Yes	No X	
<u>Agenda Item:</u> FY 2019 Standard Budget and FY 2018 actuals							
Background Info: This report will illustrate the FY 2019 estimated expenditures compared to the FY 2019 budget.							
Recommendation: n/a							
Time needed: 15 min	Attachments:	Yes X	No	Board vote required:	Yes	No X	
<u>Agenda Item:</u>							
Recommendation:							
Time needed: 10 min	Attachments:	Yes X	No	Board vote required:	Yes X	No	



Board of Livestock Meeting

Agenda Request Form

From: Steve Smith		Division/Program: MVDL			Meeting Date: 8/2/18			
<u>Agenda Item:</u> Request to Hire Veterinary Pathologist Position								
Background Info:								
A pathologist who planned to retire 7/27/18 has now offered to postpone his retirement date to 9/28/18 to provide part-time coverage during the expected recruitment period. The position duties and description will remain unchanged. This request is for permission to re-fill this position by hiring a replacement pathologist, with an anticipated start date of Oct. 1 or earlier.								
Recommendation:								
Approval to hire this vital position								
Time needed: 10 min		Attachments:	Yes	No	Board vote required?		Yes	No
<u>Agenda Item:</u>								
Background Info:								
Recommendation:								
Time needed:		Attachments:	Yes	No	Board vote required		Yes	No
<u>Agenda Item:</u>								
Background Info:								
Recommendation:								
Time needed:		Attachments:	Yes	No	Board vote required:		Yes	No
<u>Agenda Item:</u>								
Background Info:								
Recommendation:								
Time needed:		Attachments:	Yes	No	Board vote required:		Yes	No
<u>Agenda Item:</u>								
Background Info:								



Board of Livestock Meeting

Agenda Request Form

Agenda Item: Request to Hire DSA Compliance Technician

Background Info:

The position has been recently vacated. This position is critical to the function of the DSA and is in the process of completing the DSA compliance evaluation. Filling the position and training a new hire prior to fall cattle movement and sales is critical to ensure timely processing of reimbursement for testing and to monitor compliance with regulations.

Additionally, this position has spearheaded Department of Livestock's business continuity plan which ensures that DOL is able to provide key functions to the public in the event of an emergency affecting state government.

Recommendation: Approve to hire DSA Compliance Technician

Time needed: 5 min	Attachments:	No	No	Board vote required	Yes
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Agenda Item: Request to fill vacancy(ies) in bison program

Background Info:

The bison manager retired at the end of June. The remaining bison operations employee is expected to attend POST in the fall, and therefore, timely filling of this vacancy is important to ensure continuity of bison operations. If the internal candidate from the bison program fills the bison manager vacancy, we request to permission to backfill that vacancy as well.

Recommendation: Approve to hire bison manager

Time needed: 5	Attachments:	No	No	Board vote required	Yes
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Agenda Item: Request to publish ARM changes for public comment

Background Info: Following the 2017 Gallatin County equine infectious anemia cases, the AHB is requesting updates to the following ARMS to reflect current scientific standards and USDA regulations:

32.3.1401 DEFINITIONS (1) "Equidae or equids" include all horses (*E. caballus*), asses (*E. asinus*), zebras (*e. equiferus*), their crosses, and other members of the equidae family as determined by the state veterinarian.

(2) "Equine infectious anemia" (EIA) is an infectious, contagious and potentially fatal viral disease of equidae.

(3) "Exposed equids" are equidae that have been in a herd with reactors or have been in contact with a reactor for seven days or more at a distance of less than 200 yards or as determined by the State Veterinarian to be otherwise at risk of being exposed via natural or iatrogenic means.

(4) "Official EIA test report forms" are the USDA, APHIS VS form 10-11 or other similar form approved by USDA and the state veterinarian. A completed form must contain official identification of the equid and must list the owner's name, the address and county of the animal's home premise, the name and address of the authorized individual collecting the test sample, the laboratory name and address, and the individual's name that conducted the test. The EIA test document shall list one animal only.

(5) "Official identification" of equine tested for EIA is a description of the equine to include the following: age, sex, breed, color, the animal's name, and distinctive markings (e.g., color patterns, brands, tattoos, scars, or blemishes), and other forms of permanent identification (e.g., brands, tattoos, or microchips). In the absence of any distinctive color markings or any form of visible permanent identification (brands, tattoos, or scars) the animal must be identified by showing the location of all hair whorls, vortices or cow licks with an "X" on the illustration

provided on an official form. Other forms of identification may be used as they are developed and approved by the state veterinarian.

(6) "Official tests" for EIA shall include the AGID test, the C-ELISA test and other EIA tests approved by USDA ~~or~~and the state veterinarian and conducted by an approved individual at an approved laboratory.

(7) A "reactor" is an equid that is AGID test positive ~~to an official EIA test~~. It shall be declared to be infected with EIA and shall be designated as an EIA reactor.

(8) A "suspect" is an equid that is positive on any official test for EIA. It shall be declared an EIA suspect and subject to additional testing pending final classification.

(History: 81-2-102, MCA; IMP, 81-2-102, 81-2-103, MCA; NEW, 1998 MAR p. 2757, Eff. 10/9/98.)

32.3.1406 TESTING OF EXPOSED EQUIDS (1) EIA exposed equids, as defined by ARM 32.3.1401, shall be placed under a hold order until the animals have been tested negative to EIA at least **4560** days after the last reactor animal has been removed from the premise. Individual exposed equids may be allowed to move under hold order for specific purposes as approved by the state veterinarian if they have a negative EIA test prior to movement. Such movement shall not be longer than 15 days. (History: 81-2-102, MCA; IMP, 81-2-102, 81-2-103, MCA; NEW, 1998 MAR p. 2757, Eff. 10/9/98.)

Recommendation: Approve for filing with MT SOS

Time needed: 5 min	Attachments:	No	Board vote required:	Yes
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Agenda Item: OOS Travel Request for FY2019

Background Info: The AHB is requesting travel authorization for the 2018 FY. This includes the following travel:

- a. USAHA (Kansas City, MO)
- b. WSLHA (Park City, UT)
- c. USAHerds (TBD)
- d. Wyoming Brucellosis Coordination Team (Cody, Wyoming)
- e. Brucellosis Research Group (Wyoming)
- f. USAHA Executive committee travel (TBD) two trips
- g. Salmonella meeting (TBD) previously approved by BOL
- h. FBI Terrorism Training (Texas)

Please see attached Travel Request and Justification documents.

Recommendation: Approve FY2019 Travel Package

Time needed: 15 min	Attachments:	Yes	Board vote required:	Yes
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Agenda Item: ARMAR AAR/CAP

Background Info:

May 7-10, 2018 MDOL participated in a national, functional exercise designed to simulate an outbreak of foot and mouth disease (FMD) with the first case being identified in Montana. Following this exercise an after-action review (AAR) was conducted to evaluate MDOL's performance in the exercise, identify strengths and weaknesses of our response planning and capabilities, and develop a corrective action plan to address the identified weaknesses. Significant gaps in planning and training cannot be addressed with current staffing resources.

Recommendation:

Time needed: 30 minutes	Attachments:	Yes	Board vote required:	No
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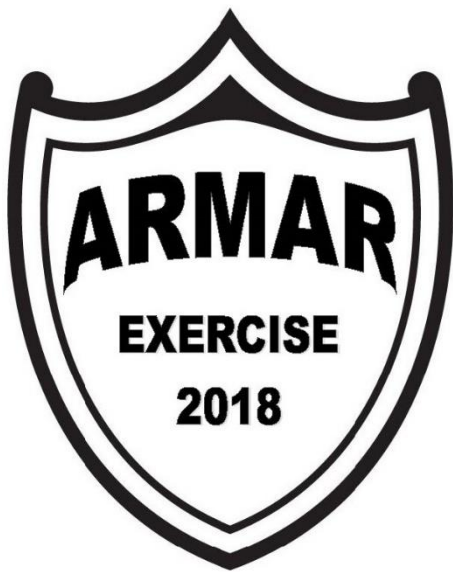
Agriculture Response Management and Resources (ARMAR)

Functional Exercise

State of Montana

After Action Report (AAR)/Improvement Plan (IP)

May 7-10, 2018



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The title of this document is Agriculture Response Management and Resources (ARMAR) Functional Exercise (FE) After Action Report (AAR)/Improvement Plan (IP), also referred to as “this document.”

For more information, please consult the following point of contact for the authoring agency:

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Exercise Overview

Exercise Name	ARMAR (Agriculture Response Management and Resources)
Exercise Dates	May 7 through 10, 2018
Scope	<p>This exercise was a Functional Exercise (FE), conducted for four days with varied participation from federal, state, and local agencies, as well as industry. Six states played in the FE: California (CA), Colorado (CO), Minnesota (MN), Montana (MT), South Dakota (SD), and Wisconsin (WI). Seven additional states played concurrently with the FE but participated only in associated tabletop exercises (TTX): Illinois (IL), Michigan (MI), Oklahoma (OK), North Dakota (ND) and Texas (TX) implemented TTX play on one day of the FE, and Nebraska (NE) and Kentucky (KY) instituted TTX play for two days of the FE. Exercise play was limited to the interactions between participating functional entities, federal, state and county jurisdictions, industry, and a Simulation Cell (SimCell).</p>
Mission Area(s)	Response
Core Capabilities	<p>The core capabilities being exercised were:</p> <ul style="list-style-type: none"> Operational Communication Operational Coordination Logistics and Supply Chain Management Planning
Objectives	<p>Demonstrate effective communication, as defined in applicable plans, across these levels of the response:</p> <ol style="list-style-type: none"> a. Federal to state lead b. Federal to federal c. State lead to state support d. State to local jurisdiction e. Federal/state to industry f. Between multiple State Emergency Operation Centers (SEOC) g. Between states and the foot-and-mouth disease (FMD) Incident Coordination Group (ICG) <p>Define the critical information requirements and prioritization strategies necessary to support a request for scarce or critical resources.</p> <p>Identify policies and procedures for engaging/requesting support during an FMD response.</p>

<p>Objectives (continued)</p>	<p>Demonstrate procedures for the integration of state and federal information management systems.</p> <p>Demonstrate the capability to manage resources during an FMD response.</p> <p>Use the Incident Command System to coordinate response activities with other state agencies</p> <p>As applicable, implement the Secure Food Supply (SFS) Plans.</p> <p>Use the process outline in the Montana National Veterinary Stockpile Plan to request NVS resources</p> <p>Validate FMD response plans.</p> <p>Identify items for future inclusion in the Montana Animal Health Emergency Response Plan</p> <p>Identify gaps in available resources and policies that would be needed to effectively respond to an FMD outbreak.</p> <p>Identify gaps in training or availability of state personnel necessary to respond to an FMD outbreak</p>
<p>Threat or Hazard</p>	<p>Foreign animal disease (FAD) outbreak in livestock; specifically, FMD.</p>
<p>Scenario</p>	<p>The StartEx for both the TTX and FE began with an invitation-only briefing on May 7, Day Zero. After this briefing, the TTX and FE play timelines diverged and were not interconnected. TTX play was independent of FE play, and it was not conducted as real-time play. The functional exercise was conducted in real-time.</p> <p>Day One (May 8) of the functional exercise started with one of the participating states being infected with FMD, while the other participating states implemented various mitigation activities, such as surveillance, risk assessment, and other preparedness activities. The United States Department of Agriculture (USDA), through the Animal and Plant Health Investigation Service's (APHIS) Veterinary Services (VS), assumed the role of the lead federal response agency. The infected states' response actions and resulting information implicated additional states as potentially infected. By the beginning of Day Two, additional states were dealing with presumptive positive detections of FMD in livestock. Days Two and Three focused on mitigation of, and response to, the FMD outbreak, including the necessary coordination between federal, state, and local responders, as well as between these entities and the impacted industries and the public.</p>

<p>Sponsor</p>	<p>This exercise was sponsored by the USDA VS National Training and Exercise Program (NTEP) and is a cooperative effort with the Multi-State Partnership for Security in Agriculture (MSPSA). This exercise builds upon the VS NTEPs’ mission to “support a national alliance for protecting U.S. animal agriculture by developing and maintaining competent and highly-trained responders¹.” This project is being supported by a Cooperative Research and Development Agreement (CRADA) number 16-9794-5864-CA. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of the USDA.</p>
<p>Participating Organizations</p>	<p>The following functional groups participated in the FE: 6 states (CA, CO, MN, MT, SD, and WI); VS National Veterinary Stockpile (NVS); Cross Species Working Group (CSWG); National Assembly of State Animal Health Officials (NASAHO); VS Center for Epidemiology and Animal Health (CEAH); Federal Bureau of Investigation (FBI); APHIS Wildlife Services (WS); USDA Food Safety and Inspection Services (FSIS); VS National Preparedness and Incident Coordination (NPIC), VS FMD ICG Planning Section, Finance and Administration Section, Lab Operations [National Animal Health Laboratory Network (NAHLN) and the Foreign Animal Disease Diagnostic Laboratory (FADDL)], Logistics Section, and Communications; APHIS Emergency Management, Safety and Security Division (EMSSD); APHIS Emergency Preparedness Committee (EPC); APHIS Multi-Agency Coordination (MAC) Group; VS Legislative and Public Affairs (LPA); APHIS Interagency Coordination; and VS National Incident Management Teams (NIMT).</p>
<p>Points of Contact</p>	<p>Dr. Jonathon Zack, Exercise Director USDA APHIS VS NPIC 4700 River Road Unit 41 Riverdale, MD 20737 301-851-3460 Jonathan.T.Zack@usda.gov</p> <p>Mr. Mike Starkey, Exercise Director MSPSA Coordinator Minnesota Department of Agriculture 625 North Robert Street St. Paul, MN 55155 651-201-6286 michael.starkey@state.mn.us</p> <p>Mr. Eric Hess, Lead Controller</p>

¹ 2018-2020 VS NTEP Training and Exercise Plan

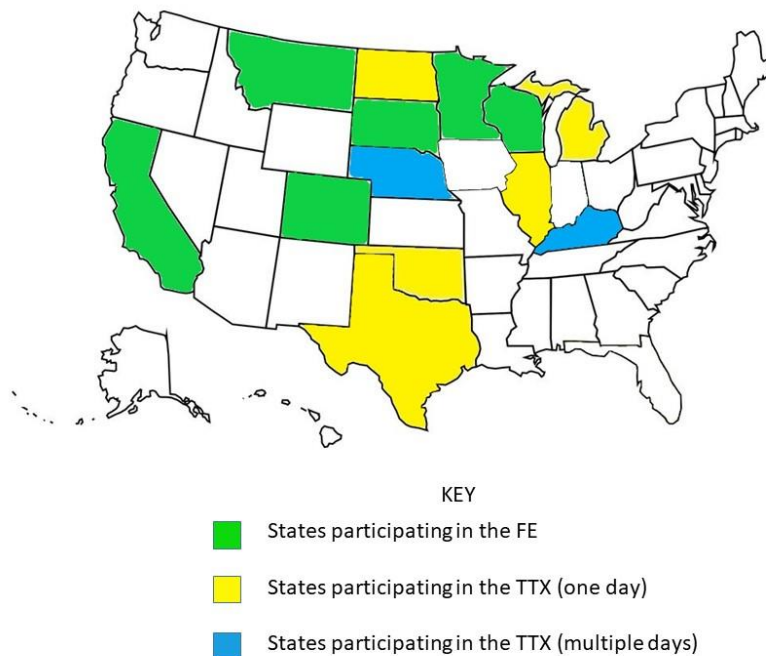


Exercise Design Team
SES, Incorporated (SES)
6750 Antioch Road, Suite 112
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Additional Exercise Details

State Departments of Agriculture, Boards of Animal Health, and the USDA APHIS VS conducted a joint resource management and Incident Command FE. Figure 1 shows the states participating in this exercise. Six states participated in the FE version of ARMAR, while seven additional states participated in a TTX version of ARMAR. The ARMAR exercise is a follow-up to the May 2016 TTX *MSPSA-VS Resource Management and Area Command*. The FE/TTXs were conducted in May 2018. These exercises are included in the fiscal year (FY) 2017 and 2018 VS Training and Exercise Plan (TEP) as *Event 3.3.4 State-VS Resource Management and Incident Command FE*.

Figure 1 - States Participating in the ARMAR Exercise



The exercise was designed to introduce an escalating outbreak of FMD in the United States. Over the course of the exercise, the outbreak escalated from one infected state to a regional level outbreak. The exercise was designed to drive play to include resource management and Incident Command at the county, state, and federal levels.

Federal play focused on the establishment and operation of the APHIS MAC Group, the VS FMD ICG, and utilization of the NVS. Local and state play focused on resource management, communication, and Incident Command relative to local, industry, and state assets and response. Industry involvement was seen through individual commodity organizations at the state level, and through the CSWG at the national level.

The exercise was conducted from May 7-10, 2018. Each participating entity played from the location(s) they would routinely use to manage an outbreak. A simulation cell (SimCell) was used to simulate non-participating entities for exercise participants. Participating states were

engaged at varied levels of participation. This play ranged from functional exercise play throughout the exercise, to participating for one or two days, in a TTX format (see Figure 1).

Evaluation of this exercise focused on select Core Capabilities and Critical Tasks necessary to implement effective policies, plans, and procedures associated with resource management, communication, and Incident Command, to address an escalating FMD outbreak in the United States.

For additional details on the ARMAR exercise, please refer to the applicable companion publications (i.e., the Exercise Plan, Situation Manual, Controller and Evaluator Manual).

Executive Summary

The main focus of the AAR is the analysis of indicators and exercise objectives. For each critical activity and objective exercised, the AAR includes a rating of how the exercise participants performed, as well as any strengths and areas for improvement.

When common observations and areas for improvement were identified across multiple Core Capabilities, they were organized into themes to facilitate discussion and reduce redundancy in the AAR report.

Methodology

This report relies on the observations of players from the Montana Department of Livestock (MDOL) and on the comments of the Evaluator present during the exercise. Material was also collected from notes taken during the hot wash after the exercise and comments submitted through the online exercise evaluation. A draft of this report was prepared by MDOL staff and shared with Montana Disaster and Emergency Services (DES) staff who participated in the exercise for review.

Highlights from the Analysis

This exercise was a valuable opportunity for MDOL to test existing plans and response capabilities. The scenario of a widespread foot and mouth disease outbreak was realistic given the extensive animal movements documented in MDOL records. Based on the response efforts in this exercise MDOL has identified areas for improvement in operational planning, operational coordination, logistics and supply chain management, and planning. The areas for improvement are divided into four themes: planning, training, resources, and communication.

Theme 1: Planning

Planning encompasses writing, exercising, maintaining, and updating the documents that outline emergency response procedures. It also includes creating and maintaining supporting documents such as draft emergency declarations and press releases, that could be used as templates to save time during a real response.

Strengths and Areas for Improvement

Strengths:

- **National Veterinary Stockpile (NVS) Plan – recently exercised in a separate table top exercise**
- **Participation in the Montana Emergency Response Framework (MERF) as lead agency on State Emergency Support Function (ESF) 11 (Agriculture and Natural Resources).**

Areas for Improvement:

- **Outdated Montana Animal Health Emergency Management Plan**
- **No Montana adapted Secure Food Supply Plans**
- **Lack of in-state response exercises**

Theme 2: Training

Training is required to ensure that all responders know their responsibilities, are familiar with response plans, and can fill their roles during an event. Training should include all- hazards ICS training as well as animal disease response specific training.

Strengths and Areas for Improvement

Strengths:

- Basic ICS training for MDOL staff
- In-state cooperation between USDA VS MT and MDOL on foreign animal disease investigations

Areas for Improvement:

- Need additional ICS training
- Need additional Emergency Management Response System (EMRS) training for MDOL staff
- Should participate in more functional exercises
- Lack of experience participating in large scale animal disease response events

Theme 3: Resources

Resources include the personnel and equipment necessary during a disease response as well as those necessary to conduct an effective planning and training process prior to damaging disease outbreaks.

Strengths and Areas for Improvement

Strengths:

- Use of a National Incident Management Team (NIMT) from USDA
- Availability of Brands Enforcement field staff

Areas for Improvement:

- Shortage of planning resources to prepare for disease events
- Lack of personnel and equipment to depopulate livestock herds in a timely manner
- Few foreign animal disease diagnosticians available in the state
- Montana Veterinary Diagnostic Lab (MVDL) cannot conduct foreign animal disease testing on some species

Theme 4: Communication

Communication encompasses all aspects of communication related to an animal disease event including among responders, between response agencies, with other state agencies, with external stakeholders, and with the media and public. Some aspects of communication are formalized with specific ICS positions and others relate more generally to the actions of responders and use of the ICS system.

Strengths and Areas for Improvement

Strengths:

- Use of EMRS for documenting out-of-state movements
- Relationship between USDA VS MT and MDOL

- **Daily conference calls organized by National Assembly of State Animal Health Officials (NASAHO) and ICG**

Areas for Improvement:

- **Need better communication between responders on an incident**
- **Need better communication with external stakeholders such as producer groups, accredited veterinarians, other state agencies, and producer organizations**

Conclusions

This evaluation is based on the feedback from MDOL personnel who participated in the ARMAR exercise, DES staff who were present at the exercise as evaluator and controller, and comments received from the online exercise evaluation form completed by players and observers. There are 12 areas for improvement identified in this evaluation that are organized into four different themes. Overall this exercise highlighted the need for significant improvements in planning, training, resources, and communication. Corrective action for these areas will require significant dedication of staff time and commitment to the ongoing maintenance necessary to maintain readiness for a large-scale animal disease response.

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Section 1. After Action Methodology

This AAR contains information collected by MDOL personnel who participated in the exercise as well as the observations of the exercise evaluator and controller. Notes were taken during the hot wash for players immediately following the exercise as well as in department debriefings and discussions after the exercise concluded. Comments were also collected from the online exercise evaluation form filled out by exercise participants and observers.

A draft of this report was prepared by MDOL personnel and shared with DES and USDA VS MT for review.

This AAR summarizes compiled observations and feedback related to the exercise objectives and indicators identified during the exercise design and in the Exercise Evaluation Guide (EEG). Indicators are critical activities that, if observed, indicate that objectives were being addressed. Developing this AAR involved multiple steps, including approach design, data collection, analysis, and review of documentation. This methodology was designed to identify strengths and potential areas for improvement.

Purpose

The purpose of this AAR is to evaluate the exercise relative to its objectives and associated evaluation plan. The AAR summarizes key information related to evaluation. The AAR primarily focuses on the analysis of indicators and objectives, including capability performance ratings, strengths, and areas for improvement. The AAR also includes basic exercise information, including the exercise name, type of exercise, date, location, participating organizations, mission area(s), specific threat or hazard, a brief scenario description, and the name of the exercise sponsor and points-of-contact (POC). It is acknowledged that other jurisdictions, agencies, and response partners may develop evaluations and AARs focused on their specific role in the exercise.

Exercise Evaluation

The AAR team utilized EEGs, hot wash results, and player feedback in its analysis and evaluation of the exercise, and subsequent development of the AAR.

- EEGs document exercise objectives, aligned indicators, and performance indicators. Each EEG provides Evaluators with information on what they should expect to see demonstrated in their functional area.
 - EEGs include performance ratings associated with the objectives and associated indicators. Performance ratings include both target ratings, describing how exercise participants performed relative to each indicator, and an overall rating, describing performance relative to the entire objective. These rating can identify areas for improvement relative to specific indicators, and/or relative to the entire objective.

- At the conclusion of exercise play, a hot wash was conducted to allow players to discuss strengths and areas for improvement for that day's play, and to allow Evaluators to seek clarification regarding player actions and decision-making processes.
- Participant feedback, through an online survey, provided players with the opportunity to comment candidly on exercise activities and exercise design.

Data Analysis

Core Capabilities

Aligning exercise objectives with Core Capabilities² provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned indicators, and performance ratings for each indicator as observed during the exercise and determined by the evaluation team.

Table 1 - Summary of Performance

Objective	Indicator [list all indicators for each objective]	P	S	M	U
Demonstrate effective communication, as defined in applicable plans, across these levels of the response: Federal to state lead, Federal to federal, State lead to state support, State to local jurisdiction, Federal/state to industry, Between multiple SEOCs, and Between states and the FMD Incident Coordination Group (ICG).	The state lead agency provides incident notifications to supporting local jurisdictions.			✓	
	The state lead agency provides incident notifications to supporting state agencies.			✓	
	The state lead agency provides incident notifications to industry and private veterinary practitioners.				✓
	The state leads request support from appropriate agency representative(s) and/or technical specialists (state, federal, industry, and voluntary organizations active in disasters [VOAD]). The nature of these requests may shift depending on the changing scope of a response.		✓		
	The state lead agency considers requesting a declaration of emergency from the Governor.	✓			
	The state and federal lead agencies share response-related information on a regular schedule.	✓			
	The responding entity (lead) establishes regular communication (i.e., conference calls) with response stakeholders.				✓
Define the critical information requirements and prioritization strategies necessary to support a request for scarce or critical resources.	The agency requesting scarce or critical resources either uses the criteria provided by the agency controlling the scarce and critical resources, or develops its own consistently-applied criteria to support its requests.			✓	
	The Planning P Process is used.			✓	
	Tactics meetings identify required resources to accomplish next operational period objectives.			✓	
	Advanced Planning meetings identify required resources for future objectives.				✓
	The requesting state has existing plans and procedures to utilize scarce or critical resources.			✓	
	The requesting state has the capacity (personnel and/or equipment) to effectively use scarce or critical resources.			✓	
Identify policies and procedures for engaging/requesting	The IMT command structure incorporates both state and VS Incident Commanders or some other combination of key state and federal decision makers.	✓			

² National Preparedness Goal <https://www.fema.gov/national-preparedness-goal>

Objective	Indicator [list all indicators for each objective]	P	S	M	U
support during an FMD response.	Emergency Operation Center (EOC) activation is elevated to deal with response needs (active positions and staffing is increased).				✓
	Local VS District assets are considered for support prior to requesting a VS NIMT.		✓		
	The appropriate procedures are used to request a VS NIMT.	✓			
	The appropriate forms are used to order resources.		✓		
	Resources are sourced locally (intra-state or intra-VS District) prior to sourcing from state or federal sources.	✓			
	Resource requests, deployment, tracking and demobilization are managed through a defined system.			✓	
Demonstrate procedures for the integration of state and federal information management systems.	Information from the state data system (non- EMRS system), is transferred, in bulk, into EMRS.		✓		
	Information integration between different state and federal systems occurs at a pace that facilitates the maintenance of a representative common operating picture.		✓		
	An incident management database, either EMRS or the state’s system (primary data management tool), is used to record and track response-related information.	✓			
	The procedures for keeping any secondary data management tool up to date are defined and implemented.				✓
	The state demonstrates the ability to input essential information into the EMRS database system.			✓	
	On-the-job training in EMRS or any other applicable data management system is available and accessible in a timely manner.			✓	
	The electronic data management system is used to develop Situation Reports and Epi Reports.	✓			
Demonstrate the capability to manage resources during an FMD response.	Resources are ordered and tracked using an electronic data management system.		✓		
	Task assignments and progress are tracked using an electronic data management system.		✓		
	The IMT establishes a resource tracking system to manage and track resources assigned to the incident, including assigned, out of service, and staged resources.		✓		
	A formal process for accepting and managing donated resources is established.				✓
	A formal system for personnel check-in is established.		✓		
	Resource demobilization planning is occurring.				✓
	Incident priorities for requesting/deploying scarce resources are developed.			✓	

Objective	Indicator [list all indicators for each objective]	P	S	M	U
Use the Incident Command System to coordinate response activities with other state agencies.	Establish an ICS structure for response staffed with state and USDA VS MT personnel			✓	
	Request ICS assistance from MT Disaster and Emergency Services		✓		
As applicable, implement the Secure Food Supply (SFS) plans.	Impacted industries are notified to prepare for the activation of applicable SFS plans.				✓
	Disease control zones/areas are identified and premises designations are assigned.		✓		
	Control zones and premises designations are presented to the public and the affected industry.				✓
	Information regarding obtaining a permit is disseminated to the affected industries.				✓
	A permitting team/cell/group is activated.				✓
	A plan and process for validating the activation of industry SFS plans is developed.				✓
	There is a process to monitor permitted movement to enforce the movement control restrictions.				✓
	There is a process established for obtaining permission from receiving states, before issuing SFS movement permits.				✓
	SFS permits are issued within 24 hours of premises meeting all SFS requirements and having gained movement acceptance from the receiving state.				✓
Use the process outlined in the Montana National Veterinary Stockpile Plan to request NVS countermeasures	State Veterinarian and USDA AD determine whether NVS countermeasures will be needed	✓			
	In consultation with USDA VS District Director, call 24/7 SPRS hotline	✓			
	Submit appropriate resource request forms				✓
	Set up appropriate ICS structure to receive ICS resources				✓
Validate FMD response plans.	FMD response goals and incident objectives are developed for each operational period.	✓			
	Planning and Operations Sections have addressed critical disease response strategies and functions, in accordance with applicable plans.			✓	
	The response management entities coordinate with all applicable levels of government to ensure a coordinated public awareness campaign.			✓	
	A Joint Information Center (JIC) is activated.				✓
	Resources are mobilized to address responder and public safety.			✓	
	Mission tasking/resource deployment follows protocols described in applicable emergency operation plans.				✓
Identify items for future inclusion in the	Document policies, procedures, and/or documents developed during the exercise that should be included in	✓			

Objective	Indicator [list all indicators for each objective]	P	S	M	U
Montana Animal Health Emergency Response Plan.	future revisions of the Montana Animal Health Emergency Response Plan				
Identify gaps in available resources and policies that would be needed to effectively respond to an FMD outbreak.	Options are considered for containment/eradication activities, outside of those included in the written response plan.		✓		
	The initial incident analysis identifies possible resource gaps.	✓			
	The planning process identifies resource and policy gaps.	✓			
	Policies and/or processes are modified to account for the specific response needs.		✓		
Identify gaps in training or availability of state personnel necessary to respond to an FMD outbreak.	Document shortcomings in state personnel availability and training that should be addressed to improve response capabilities for a large scale foreign animal disease outbreak		✓		
	Identify changes/improvements to the ICS structure used for state personnel responding to a foreign animal disease outbreak		✓		
<p>Ratings Definitions:</p> <ul style="list-style-type: none"> • Performed without Challenges (P): The associated targets and tasks were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Performed with Some Challenges (S): The associated targets and tasks were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. • Performed with Major Challenges (M): The associated targets and tasks were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. • Unable to be Performed (U): The associated targets and tasks were not performed in a manner that achieved the objective(s). 					

Themes

When common observations and areas for improvement were identified across multiple Core Capabilities, they were organized into themes to facilitate discussion and reduce redundancy in the AAR report. The AAR team analyzed and summarized the collected data, identified common observations and areas for improvement within the data, and then organized the analysis and reporting into four themes:

- Planning
- Training
- Resources

- Communication

For each theme, the AAR team identified strengths and areas for improvement based on data collected. Only observations that were directly applicable to the exercise goals and objectives were included. Each theme summary consists of: the stated observation or theme description; an accounting of associated strengths; a listing of areas for improvement, including a root cause analysis and potential impacts; recommendations for mitigating the areas for improvement; and, finally, references supporting the recommendations or observations. Listed recommendations are based on response plans; standard operating procedure/guides (SOP/SOG); best practices; or input from responders, stakeholders, AAR evaluators, or other subject matter experts (SME).

As a general rule, the narrative summaries do not mention individuals or specific positions since the AAR is designed to correct processes and systems rather than personnel. Some observations and feedback collected lack context and supporting details, and these are not represented in this document.

Weaknesses of Methodology

This report is compiled based on notes and observations from MDOL, USDA VS MT, and DES staff. It is missing direct input from players from other state agencies and the NIMT from USDA. Comments received from the exercise evaluation survey conducted by national level exercise organizers are generally consistent with the themes identified below.

During the exercise only one evaluator was present, and play occurred in several rooms, so not all activities were observed by an evaluator. Evaluator feedback is not directly available for some exercise activities.

Relationship to Other Documents

This AAR is directly related to the Improvement Plan (IP), which drives the corrective action and improvement process. The IP is developed concurrently with the AAR and is either attached in a draft form to the AAR or added after the After-Action Meeting (AAM). The AAR identifies areas for improvement and possible mitigation strategies, while the IP identifies specific corrective actions selected to mitigate the areas for improvement. In addition, the IP assigns responsibility and a timeline for each corrective action.

Section 2. Analysis - Themes

Based on the exercise objectives, the AAR Team collected and analyzed EEG data, Evaluator and Controller notes, and participant feedback that pertained to the four Core Capabilities which were evaluated through exercise conduct. Omission of a Core Capability does not mean the activity was not performed during the exercise; rather, it indicates that the exercise planning team did not develop an exercise objective around that particular Core Capability. The Core Capabilities evaluated in this report are as follows:

- Operational Communication
 - Mission Area: Response
 - Description: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- Planning
 - Mission Areas: Prevention, Protection, Mitigation, Response, and Recovery
 - Description: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
- Operational Coordination
 - Mission Areas: Prevention, Protection, Mitigation, Response, and Recovery
 - Description: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- Logistics and Supply Chain Management
 - Mission Area: Response
 - Description: Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

The analysis resulted in the development of key findings organized in the following themes: planning, training, resources, and communication. The following discussion of each theme includes: 1) key observations made by Evaluators, Controllers and Participants; 2) analysis and recommendations for each exercise objective; and 3) references, supporting the data analysis.

Theme 1: Planning

Several exercise objectives addressed planning including: identify policies and procedures for engaging/requesting support during an FMD response; as applicable, implement the Secure Food Supply (SFS) plans; use the process outlined in the Montana National Veterinary Stockpile Plan to request NVS countermeasures; validate FMD response plans; and, identify items for future inclusion in the Montana Animal Health Emergency Response Plan. These objectives fall under several core capabilities including logistics and supply chain management and planning.

Planning is an ongoing process that is necessary to ensure MDOL is prepared to respond to a foreign animal disease outbreak. Planning is also essential to ensure that support agencies and response partners understand animal disease activities and are prepared to support MDOL during a response. A successful planning process requires dedicated staff time to write, share, exercise, update, and maintain plans.

Strength

Montana has recently completed a table top exercise to validate our state NVS plan. Continuing maintenance of this plan will be essential to ensure that all partner agencies understand and support the plan. A current NVS plan is essential to ensure that Montana can request NVS resources and countermeasures in the case of a damaging animal disease outbreak.

MDOL is a participant in the MERF and is the lead agency on State ESF 11 (Agriculture and Natural Resources). Participation in the MERF/ESF is important for the Department of Livestock to maintain an active relationship with DES and other state agencies involved in emergency response. MDOL should continue to participate in the MERF as a lead agency on ESF 11.

Area for Improvement

The Montana Animal Health Emergency Management Plan was last updated in 2007; this plan is now outdated and requires significant revision to make it a useful document consistent with current disease response practices. This should be the main plan that guides MDOL activities in response to an animal disease outbreak. There were many decisions made and documents generated during the exercise that could be retained as part of the planning process and used to save time during an outbreak as well as ensure consistency with federal standards. Topics that should be addressed in this plan include planning for large scale depopulation, disposal, stop movement, vaccination, and surveillance. This plan should address all foreign animal disease outbreaks, not just FMD.

Montana has not yet addressed the Secure Food Supply Plans. These plans have been generated at the national level as a cooperative effort between industry, academia, and government stakeholders. These plans are designed for use as the basis for generating biosecurity plans, movement permitting requirements, and maintaining commerce/continuity of business for producers during an animal disease outbreak. These are generalized plans based on commodity and efforts should be made to adapt these plans to Montana's specific livestock industries. Outreach to Montana producers and industry stakeholders will also be necessary for successful implementation of these plans in Montana.

During the ARMAR exercise Montana benefited from having the Blue Team from USDA present and integrated into a Unified Command. The Blue Team handled many aspects of operational coordination between Montana and national level USDA staff as well as many resource requests through USDA specific channels. For example, the Blue Team would have handled the resource requests for NVS countermeasures; national level NVS staff informed Montana personnel not to worry about NVS requests because everything would go through the Blue Team. However, Montana should not plan on a USDA incident management team being

available during all large-scale animal disease events. Montana should plan for a situation in which MDOL must handle these aspects of response with only state resources.

Recommendation

1. *Update the Montana Animal Health Emergency Management Plan:* This plan should be updated and expanded to include additional materials and documents that would save time and resources in the early phases of a disease response.
2. *Develop Montana specific Secure Food Supply Plans:* State and commodity specific plans should be developed that will outline what biosecurity measures will be required during disease outbreaks to facilitate movement permitting and other disease control strategies.
3. *Develop and implement a review, training, exercise, and maintenance schedule for all Department of Livestock emergency response plans:* Ongoing review, maintenance, updates, and training on all emergency response plans is necessary to ensure that plans remain useful, relevant, and that key personnel and stakeholders are aware of their responsibilities and commitments in the plans.

Theme 2: Training

The exercise objectives that addressed training needs include: demonstrate effective communication, demonstrate procedures for the integration of state and federal information management systems, demonstrate the capability to manage resources during an FMD response, use the incident command system to coordinate response activities with other state agencies; use the process outlined in the Montana National Veterinary Stockpile Plan to request NVS countermeasures; and, identify gaps in training or availability of state personnel necessary to respond to an FMD outbreak. These objectives fall under the core capabilities of operational communication, operational coordination, logistics and supply chain management, and planning.

Training is necessary to ensure that personnel identified in plans and who are involved in a response are prepared to meet their assigned duties. Training for response to an animal disease outbreak is an ongoing task because real events occur rarely, and responders' skills require maintenance. Also, as plans, staff, technology, and scientific understanding of disease outbreaks change, training is necessary to keep responders' skills current. Training may also extend beyond Department of Livestock staff to include other stakeholders such as accredited veterinarians, livestock producers, and responders from other state or local jurisdictions.

Strength

MDOL personnel have basic training in ICS through all hazards courses. This exercise provided valuable practice and context for the information gained in those basic ICS courses. Another significant benefit of this exercise was the presence of the Blue Team, whose members are highly trained in emergency response and were able to coach and advise state personnel during the exercise.

MDOL personnel are well trained in animal disease response. MDOL has three Foreign Animal Disease Diagnosticians and works closely with veterinarians from USDA VS MT to conduct foreign animal disease investigations following reports of suspicious lesions from producers or private veterinarians.

Area for Improvement

MDOL personnel require additional training in ICS. Although a few personnel have basic ICS training, those staff who will be key players in a response require additional ICS position specific training. Those same responders also require animal disease response specific training to learn the particulars of ICS specific to animal disease response. For example, the epidemiology unit necessary in an animal disease response is not covered in all hazards training but is present in the planning section.

MDOL personnel require additional training in EMRS and other IT systems that would be used to share data between states and between Montana and USDA during an event. Understanding and use of common information management systems is crucial to ensure operational coordination and effective communication of necessary information. During the ARMAR exercise much of this interoperability was covered by the Blue Team. In an event during which a NIMT was not available, MDOL staff would have to meet those demands for information sharing and coordination.

In addition to specific training, MDOL should also participate in exercises that will test personnel training and plans. Exercises are valuable because they allow practical application of training and plans while also demonstrating weaknesses and areas for improvement. Additional exercises will be necessary to continue the improvement process.

Finally, whenever practical, MDOL should deploy personnel to real disease or all hazard events. Personnel deployed to real incidents would gain valuable experience in ICS and other response activities that will not be possible with only training and exercises.

Recommendation

1. *Provide advanced training in ICS for MDOL personnel identified in emergency response plans:* This training should include advanced all hazards courses, position specific training, and animal disease specific training. A schedule should be developed for staff to complete refresher training beyond initial course work.
2. *Provide training in EMRS or other IT systems that will be used during an emergency response:* Use of common or interoperable IT systems will ensure that state data is shared with other states and with USDA and that the state of Montana is easily able to receive data from other states.
3. *Develop and implement an exercise plan/schedule:* Exercises will test staff training, improve preparedness, and identify gaps in planning and training.
4. *Develop a system that enables MDOL staff to deploy to real incidents when requested:* Participation in real incidents will improve staff capability and provide valuable experience that can be applied to animal disease response.

Theme 3: Resources

The exercise objectives addressing resource availability included: demonstrate the capability to manage resources during an FMD response, use the process outline in the Montana National Veterinary Stockpile Plan to request NVS countermeasures, and identify gaps in available resources or policies that would be needed to effectively response to an FMD outbreak. These

objectives fall under the core capabilities of operational coordination, logistics and supply chain management, and planning.

MDOL is a small agency that will not have the staff or resources to support a large-scale animal disease response without significant assistance from other agencies. However, there are steps that should be taken to mitigate the reliance on other agencies in the case that other emergencies occur simultaneously and consume additional resources.

Strength

MDOL integrated well with USDA VS MT and USDA's Blue Team to gain personnel and resources during the exercise. Such cooperation and coordination will be key to a real large-scale animal disease response. MDOL also worked cooperatively with DES to access state resources and staff from other state agencies.

MDOL Brands Enforcement Division has field staff in districts spread around the state. As demonstrated on the first day of the exercise, these staff will be essential in assisting with disease response. Nineteen of these staff are law enforcement officers and can be used for enforcement activities. Additionally, these staff have extensive local knowledge of producers, property owners, and production practices that will be valuable in addressing any disease outbreak.

Area for Improvement

MDOL lacks planning resources. Current staff do not have enough time to devote to emergency preparedness along with other job duties. A position should be created which dedicates significant time to emergency planning and training efforts. It will require considerable time to create the necessary plans identified in this document as well as others that may be necessary for response to other diseases/disaster scenarios. Once plans are created, ongoing training, maintenance, review, and updates of plans will consume much of this new position's time.

If plans identify depopulation of infected herds as an appropriate disease control strategy, MDOL should develop the human and physical resources necessary to depopulate large numbers of livestock in an efficient and humane manner. During the exercise no depopulation occurred because in-state resources were lacking, and it took considerable time for out-of-state resources to be ordered and arrive. Additionally, producer disputes over indemnity delayed the depopulation process. If depopulation is to be a successful disease control strategy, Montana staff need equipment and training to conduct livestock euthanasia on a large scale.

Another resource that was in short supply during the exercise was foreign animal disease diagnosticians (FADD). Trained FADDs were required to inspect each new suspected case, and those inspections were delayed because sufficient FADDs were not available in-state. Considerations should be made for training additional staff veterinarians as FADDs and for re-organizing the ICS structure to better utilize those FADDs available.

It was discovered during the exercise that MVDL cannot run tests for FMD in bison. Additionally, it was noted by laboratory personnel in reviews after the exercise that once Montana has a confirmed case of FMD, MVDL would have to move all their equipment and personnel involved in FMD testing to a higher-level biosecurity lab than they work out of

currently. There is an MOU in place with Montana State University to use MSU laboratory space on campus, but moving this equipment would waste time and resources and interrupt testing during the key early stages of an outbreak.

Recommendation

1. *Create an emergency planning staff position:* This position would devote a significant portion of an FTE to emergency planning. In addition to those needs identified in this document, there are many other emergency planning tasks that this position would also address.
2. *Develop, train, and staff an in-state depopulation team:* This will involve choosing a method of euthanasia (likely captive bolt), acquiring appropriate equipment, identifying staff members to serve on this team who are not already involved in other key areas of emergency disease response, and developing an ongoing training schedule for those staff.
3. *Provide FADD training for all veterinarians employed by the state of Montana:* This could include veterinarians with the diagnostic lab and with other state agencies such as DPHHS and FWP. An MOU could be developed for veterinarians with other state agencies that if MDOL provides FADD training those veterinarians would be available to MDOL in the case of a damaging foreign animal disease outbreak.
4. *Expand the capacity of MVDL to perform diagnostic tests for foreign animal diseases:* MVDL should be able to conduct foreign animal disease testing for the major species of livestock and wildlife in Montana and have the laboratory capacity to perform these tests without interruption during an outbreak.

Theme 4: Communication

The exercise objective that addresses this theme is: Demonstrate effective communication, as defined in applicable plans, across these levels of the response: federal to state lead, federal to federal, state lead to state support, state to local jurisdiction, federal/state to industry, between multiple SEOCs, and between states and the FMD Incident Coordination Group (ICG). This objective is part of the operational communication core capability.

Communication within and between the various levels of a disease response is crucial for effective disease control. Poor communication was a common shortcoming identified both by MDOL staff as well as in player comments left in the exercise evaluation survey. Communication is a challenge during any emergency response, including large scale foreign animal disease response. There are numerous entities involved in the response, many stakeholders who should be kept informed directly, as well as the general needs for public information through media and other channels.

Due to the complexity of communication in emergency response, specific communications plans are necessary to ensure that appropriate communication occurs in a timely manner. Plans should identify essential information, to whom, and by what methods that information will be communicated. There should be a dedicated PIO and liaison officer in the ICS structure who have specific training in those roles during an animal disease response event.

Further, many communications between agencies involved in a response happen electronically,

so IT systems must be tested for interoperability and staff must be trained on the IT systems that will be used during an event.

Strength

With the assistance of USDA staff, Montana used EMRS to send all the out-of-state trace information during the exercise. This allowed verification that other states received appropriate trace information and provided a common operating picture for all states involved and national level USDA staff.

Montana staff have strong working relationships with USDA VS MT personnel, and the two agencies communicated effectively during the initial FAD investigation that started this exercise.

Conference calls with the ICG, NASAHO, and affected states were clearly scheduled and used effectively to communicate necessary information down to Montana staff on the calls.

Area for Improvement

To ensure an effective disease response, the first area for improving communication is between responders engaged in the response in Montana. This includes between staff in the field, in the incident command post, at the laboratory, and with other state agencies that have a stake in but may not be directly engaged in response efforts. Better in-state communication is required to make sure that necessary information reaches the correct individuals and that required support is provided. Many player comments after the exercise focused on poor communication. During the exercise there were several occasions on which the lab was not informed of incoming samples and there were also difficulties communicating laboratory results back to staff engaged in the exercise. Additionally, other state agencies and local jurisdictions should have been more formally engaged sooner in response efforts.

Another area that requires improved communication is between response personnel and external stakeholders such as accredited veterinarians and producer organizations. In preparing for this exercise the Department of Livestock had planned to use Notifind to send an emergency message to all the accredited veterinarians in Montana; however, during the exercise this did not occur because personnel with access and training to send the message were not involved in communications as part of their ICS assignment. In a real event communication with these entities would be crucial to secure their support for and cooperation with response activities. Veterinarians are necessary to help identify new cases of disease and to develop biosecurity plans for their clients. Producer support is crucial to ensuring cooperation with disease control measures.

Recommendation

1. *Develop an external stakeholders communications plan:* This plan should specifically address communication with external stakeholders such as accredited veterinarians and producer groups. The plan should specify how communication will be accomplished, what types of information are key to communicate, and who is responsible for ensuring this communication occurs.
2. *Identify and train an agency specific PIO and liaison officer:* These roles will be best filled by MDOL staff who are familiar with animal disease response as well as agency policies,

priorities, and mission. The PIO will be primarily responsible for public information/media contacts during an event, and the liaison officer will cover communications with other state agencies, local jurisdictions, and other external stakeholders. These individuals should receive advanced ICS position specific training.

3. *Develop an SOP for communication between field/response staff and MVDL:* Procedures for communication between field staff and the diagnostic laboratory should be formalized with an SOP that will apply to all foreign animal disease investigations that include sample collection and submission, regardless of whether those investigations are part of a larger outbreak.

Section 3: Improvement Plan

This AAR/IP is based on information collected and developed from multiple sources: EEGs, participant feedback forms, hot washes, and Controller and Evaluator notes. It will be revised and approved by key exercise participants, based on discussion and feedback obtained during the AAM.

Table 1: Improvement Plan

Theme	Issue/Area for Improvement	Corrective Action	Capability Element ³	Responsible Organization	Organization Point-of-Contact	Start Date	End Date
Planning	Update the Montana Animal Health Emergency Management Plan	Review and rewrite the Montana Animal Health Emergency Management Plan. Develop appendices to the plan to incorporate documents such as draft declarations of emergency that can be used to save time during an event.	Planning	MDOL, Animal Health Bureau	None Available		
Planning	Develop Montana specific Secure Food Supply Plans	Adapt the Secure Food Supply Plans to match Montana’s livestock industries. Develop a system to create premises biosecurity plans and institute movement permitting during a disease event.	Planning	MDOL, Animal Health Bureau	None Available		
Planning	Develop and implement a review, training,	Create a schedule for reviewing, updating, and revising MDOL’s emergency response plans. Create	Planning & Training	MDOL, Animal Health Bureau	None Available		

³ *Capability Elements* categorize *Corrective Actions* by action type and do not infer what entity may be tasked with addressing the corrective action. There are four Capability Elements: Planning, Training, Exercises, and Equipment.

Theme	Issue/Area for Improvement	Corrective Action	Capability Element ³	Responsible Organization	Organization Point-of-Contact	Start Date	End Date
	exercise, and maintenance schedule for all Department of Livestock emergency response plans	a training and exercise plan/schedule for MDOL staff.					
Training	Provide advanced training in ICS for Department of Livestock personnel identified in emergency response plans	Identify personnel who will fill command and general staff positions in the ICS structure. Send these individuals for advanced position specific training and consider deploying these individuals to real events when possible. Trainings may only be available out of state and may be all hazards or disease response specific.	Training	MDOL, Animal Health Bureau	None Available		
Training	Provide training in EMRS or other IT systems that will be used during an emergency response	Work with USDA staff within Montana to provide training to MDOL staff on EMRS.	Training	MDOL, Animal Health Bureau	Emily Kaleczyc	7/1/18	12/31/18

Theme	Issue/Area for Improvement	Corrective Action	Capability Element ³	Responsible Organization	Organization Point-of-Contact	Start Date	End Date
Training	Develop and implement an exercise plan/schedule	Develop a schedule to exercise MDOL emergency response plans. Create exercises for MDOL to test emergency response plans. Participate in multistate exercises when possible.	Exercises	MDOL, Animal Health Bureau	None Available		
Training	Develop a system that enables MDOL staff to deploy to real incidents when requested	Create a system to deploy MDOL personnel to real incidents in support of other state agencies or to other states with animal health emergencies.	Training & Exercises	MDOL, Animal Health Bureau	Tahnee Szymanski	7/1/18	12/31/18
Resources	Create an emergency planning staff position	A position dedicated to emergency planning will be necessary to follow through on many of the areas for improvement identified as part of this AAR.	Planning	MDOL	Board of Livestock	7/1/18	12/31/18
Resources	Develop, train, and staff an in-state depopulation team	Staff, equipment, and training must be identified, obtained, and exercised to maintain in-state depopulation capabilities.	Training & Equipment	MDOL, Animal Health Bureau	None Available		
Resources	Provide FADD training for all veterinarians employed by the state of Montana	Additional veterinarians should be sent to FADD training.	Training	MDOL, USDA VS	Marty Zaluski, Thomas Linfield	7/1/18	7/1/19

Theme	Issue/Area for Improvement	Corrective Action	Capability Element ³	Responsible Organization	Organization Point-of-Contact	Start Date	End Date
					(USDA AVIC)		
Resources	Expand the capacity of MVDL to perform diagnostic tests for foreign animal diseases	Develop the capability for MVDL to conduct additional FAD testing without interruption during an FAD outbreak. Legislative work to update MVDL is already in progress.	Planning & Training	MDOL, MVDL	Marty Zaluski, MVDL laboratory director	Ongoing	Ongoing
Communication	Develop an external stakeholders communications plan	Develop a plan that addresses messaging and outreach to groups such as accredited veterinarians, producer organizations, etc.	Planning	MDOL, Animal Health Bureau	None Available		
Communication	Identify and train an agency specific PIO and liaison officer	Identify MDOL staff who are familiar with agency policies, plans, and procedures who will serve as PIO and liaison officer in an ICS structure during an emergency event	Planning & Training	MDOL, Animal Health Bureau	None Available		
Communication	Develop an SOP for communication between	This SOP should address all FAD investigations, not only those that result in sample collection or are part of a larger outbreak.	Planning	MDOL, USDA VS	Tahnee Szymanski, Thomas Linfield	7/1/18	7/1/19

Theme	Issue/Area for Improvement	Corrective Action	Capability Element ³	Responsible Organization	Organization Point-of-Contact	Start Date	End Date
	field/response staff and MVDL				(USDA AVIC)		

Appendices

List of Acronyms

AAR	After Action Review
APHIS	Animal and Plant Health Investigation Service
ARMAR	Agriculture Response Management and Resources
AVIC	Area Veterinarian In Charge
DES	Montana Disaster and Emergency Services
EEG	Exercise Evaluation Guide
EMRS	Emergency Management Response System
ESF	Emergency Support Function
FAD	Foreign Animal Disease
FADD	Foreign Animal Disease Diagnostician
FE	Functional Exercise
FMD	Foot and Mouth Disease
FOUO	For Official Use Only
ICG	Incident Coordination Group
ICS	Incident Command System
IMT	Incident Management Team
IT	Information Technology
IP	Improvement Plan
MERF	Montana Emergency Response Framework
MDOL	Montana Department of Livestock
MOU	Memorandum of Understanding
MSU	Montana State University
MVDL	Montana Veterinary Diagnostic Laboratory
NAHLN	National Animal Health Laboratory Network
NASAHO	National Assembly of State Animal Health Officials
NIMT	National Incident Management Team
NTEP	National Training and Exercise Program
NVS	National Veterinary Stockpile
PIO	Public Information Officer

POC	Point of Contact
SEOC	State Emergency Operations Center
SFS	Secure Food Supply
SOP	Standard Operation Procedure
TTX	Table Top Exercise
USDA	United States Department of Agriculture
VS	Veterinary Services

Evaluation Survey Results

These are the comments provided on the online exercise evaluation available to all players and observers after the exercise. Comments were compiled by national exercise organizers and supplied to Montana in the format below.

Montana Strengths

1. Operational coordination between state animal health and national incident management team
2. Integration of state & NIMT responders
3. Reasonably realistic scenario given the shortened timeframe
4. Provided realistic experience of the multiple layers of complexity in responding to a FMD outbreak.
5. Expertise of players
6. Organizational chart was clear
7. In person interaction
8. unified command structure
9. Preparations
10. EMRS data for information sharing and archiving
11. Traceability
12. Montana's intrastate movement data
13. networking
14. Calling in additional support
15. organization beforehand
16. realism
17. NA
18. Coordination
19. Exposed weaknesses.
20. Our in house ability to retrieve movement data.
21. Simulated real life situation
22. cooperation between agencies
23. Was a true functional exercise that mimicked what might occur during an actual response
24. Coordination
25. Utilization of EMRS2 as primary information system
26. Showcasing EMRS capability
27. Willing participants with ability to expose themselves to stressful scenario
28. Fostered coordination between federal and state responders.

29. Presence of NIMT
30. Helped show the process flow in the case of an outbreak
31. real time updates
32. State vet liaison with governor's office vs IC
33. Focus
34. NIMT structure
35. Consideration to the livestock industry
36. willingness and ability to collaborate with other agencies
37. real scenarios
38. training beforehand
39. communication
40. NA
41. Fast Response
42. Exposed unknown questions.
43. Knowledge and function of Blue Team
44. Engaged the key players that would be involved in response
45. Incorporated both State and federal personnel
46. Organization
47. Resource Request process streamlining in EMRS2
48. Reality of the intensity and tempo that actually happens in a response.
49. Force VS to start the process of focusing on emergency response to a disease other than HPAI
50. Engagement of many agencies
51. Put the labs in closer contact with the NAHLN officials
52. involvement from all players
53. Having the blue team present!
54. Realistic
55. practice ICS
56. organization
57. NA
58. Knowledge
59. Found strengths.
60. cooperation with other state agencies
61. Increased level of preparedness
62. Incorporated many different States
63. Open to new ideas

Montana Areas for Improvement, Correction Action, and Responsibilities

Areas for Improvement	Corrective action	Priority	Responsible party
Carcass Disposal Options	Drill down on state and region specific mass mortality disposal options	High	State Animal Health, APHIS VS, State Environmental Departments
Upper level direction of objectives	Incident Commanders, Agency Administrators, USDA Incident Command Group develop objectives	High	Incident Commanders, Agency Administrators, USDA Incident Command Group
ICP was barely big enough to accommodate all players	Find a suitable location with adequate resources	Low-med	Incident command / exercise planners
Depopulation took more time and coordination than previously planned.	Depopulation should be saved for a FMD introduction where the affected premise hasn't shipped animals during the pre-clinical period and is geographically isolated from other susceptible animals. If these two criteria aren't met, proceed directly to vaccination. You get too far behind waiting for depop and holding off on vaccination.	High	State dept of ag, coordinate with NPIC
Venue	Need larger space so we don't have to split into different rooms	medium	

Areas for Improvement	Corrective action	Priority	Responsible party
Differences between testing plan and SOPs from NVSL	Identify areas where the official response is different than the SOP (i.e. the flowchart mentioned "retesting" a non-negative sample and the NVSL SOP does not outline what the retest should comprise of.	medium	NVSL and NAHLN coordinators
too short of a timeline to get real action accomplished	perhaps make the exercise at least 1 day longer	medium	exercise coordinators
Not all agencies that should have been players were	include all agencies involved	high	DOL
Surveillance plan	PlansEPI group brief/ task an Epi to work on a draft plan by end of day- sooner Either before	1	PLANS Section EPI UNIT; w/ IC, SAHO, AD, and OPS input
virtually deployed players	better communication	high	organizers of the simulation (top down)
Getting traces into EMERS quicker	In a real world outbreak, we would be working longer hours	Getting traces completed sooner	Epi/Planning team
Data	use real or not information, don't mix	high	SIM cell/developers
Initial documentation	write legibly, Completely, and on appropriate forms if available	Legible	All parties involved
Didn't seem long enough	It takes 1-3 days to get thing up and running fully, perhaps we could make this a full week (5 days) exercise	Medium	Exercise planners
Communication	Working together vocally/meeting times	High	All involved
More field personnel needed.	Get trained personnel into the field.	High	Upper management.
direction for handling samples/submission to lab	Clearly define where samples to be submitted and if two sets of samples are needed	HIGH	VS MT and MDOL
When blue team took over, not enough of a 'training' opportunity	Allow state/local people to shadow blue team leaders or provide them with useful things to do	High	APHIS blue Team

Areas for Improvement	Corrective action	Priority	Responsible party
Better incorporate virtually deployed IMT members into the response and keep them apprised of ongoing activities	Include virtually deployed IMT members on all section appropriate calls	High	IMT and ICG
Communication	Ensure all players know their duties	High	Command & General Staff
Indemnity	Fully fund indemnity and establish policy accordingly	High	USDA
Communication/outreach to industry/producers/public	Continue to develop pre-set communication packets	High	Public Information Officers, Liaisons
State departments of ag seemed caught off guard by 50% federal indemnity, and this could be a contentious issue going forward	More clearly define how indemnity is paid (based on market price prior to outbreak?)	High	APHIS VS leadership
clarity on game rules for tracing data	Should have only used data from Sim cell	High	Sim cell rules
Outline of procedures for activating a NAHLN laboratory	The activation of NAHLN laboratories for messaging is not clear.	high	NAHLN officials
keep all players involved for the duration of the exercise	When possible - do not allow players to "no longer participate" when they feel like it	low	
Press releases	should be coordinated with human health side	high	DOL
Org Chart Unified Command	Create first version first hour VS IMT arrives- Need communications plan for Unified Command	2	ICG
no means to evaluate as I was literally left out of communication, relied entirely on EMRS			
Phone tree	Having a list of who is answering which phone calls	Ease of communication	
Communication	Some lack of communication was due to not using all of the assets which would have been used in a real deployment	medium	VS mgmt. and budget
Initial documentation organization	This exercise helped, however FEMA/Incident management training	IAP, Situational Reports	Plans Chief
Communication	Maybe including virtual players in as many meetings as possible will help reduce confusion and loss of information	High	ICS

Areas for Improvement	Corrective action	Priority	Responsible party
Time Management	Duplicate process	High	All involved
Better trained field personnel.	Train field personnel.	medium	Upper management.
Better direction on when focus on depop to vaccination would occur in an outbreak	Define when stamping out should be abandoned	HIGH	EVERYONE
Lack of clarity on information flow	More structure in info sharing	Medium	MT Dept of Livestock/respo nse agency
Animal Movement Tracing and Permitting	Establish EMRS2 as the only national system	High	State Animal Health Officials and USDA
Case definition clarification	"Push-out" the exact case definition that will be used in an incident - i.e. what is a dangerous contact, infected premises, contact premises?	High	ICs, Agency Administrators, State Administrators
Biosecurity and vaccination plans were being created during the outbreak, amidst other competing priorities and limited resources	Create a template biosecurity herd plan and vaccination plan (county level, region level, etc.) for states to adopt and use	Medium	NPIC
Need more EMRS expertise among players	EMRS training	High	VS
Clear results and timelines from the Sim-Cell	Multiple timelines were in operation surrounding the cases, which lead to results being demanded from FADDL before the samples had been received	high	Sim-Cell, NAHLN
Improve communication between industries	Space for meetings and communication avenues were not adequate for necessary communication	medium	
Understanding of ICS	DOL needs more ICS Training	High	DOL
Case mgrs.- getting them in place and feeding back info to DRO	Assign case mgr. asap and get them speaking to DRO and vice versa	3	IMT, OPS,
no means to evaluate as I was literally left out of communication, relied entirely on EMRS			

Areas for Improvement	Corrective action	Priority	Responsible party
Resource Request Process	Continue to streamline, integrate with local and state EOCs	Moderate	USDA ICG, NIMTs, State incident management teams
Better preparation of organizational charts	Increase emphasis	low	section chiefs
Transfer of Command	Need formal transfer first day	2 or 3	ICs, Plans
better defined roles of players, i.e. when do they start	more black and white start stop	low	planners
Initial Personnel Organization	Understand your personnel, who you can use, what their abilities are, and where best to incorporate them	Right people in the right place	IC's
Overall Management	Scheduling Efficiency/Guidance between teams	High	All involved
Better communication with field personnel	Ask/Listen	High	Management.
Availability of personnel for FAD investigations, indemnity, depopulation, disposal	Clearly define what qualifications are needed for each role and train appropriate personnel to fill roles	HIGH	EVERYONE
Integration with local & state emergency management and	Continue to engage these entities in future plan writing and exercise conduct	Moderate	State Animal Health, USDA APHIS VS emergency coordinators



Board of Livestock Meeting

Agenda Request Form

From: Leslie Doely		Division/Program: Brands Enforcement Division			Meeting Date: August 2, 2018		
<u>Agenda Item:</u> Request to Modify Position and Hire							
Background Info: Request to return the existing (vacant) Administrative Specialist position to a supervisor of Helena compliance technician staff, handling personnel management and day-to-day policy and procedural issues. Shifting the compliance tech staff under the Administrative specialist reduces the Administrator's direct reports from 11 to 5							
Recommendation:							
Time needed: 20 minutes	Attachments:	Yes	No	Board vote required?	Yes	No	
<u>Agenda Item:</u> Requests to Hire							
Background Info: Market Inspector vacancy in Billings: requesting to fill position with no changes Mortgage Clerk position (compliance technician) in Helena: requesting to fill position with no changes							
Recommendation:							
Time needed: 15 minutes	Attachments:	Yes	No	Board vote required	Yes	No	
<u>Agenda Item:</u>							
Background Info:							
Recommendation:							
Time needed:	Attachments:	Yes	No	Board vote required:	Yes	No	
<u>Agenda Item:</u>							
Background Info:							
Recommendation:							
Time needed:	Attachments:	Yes	No	Board vote required:	Yes	No	

Admin Assistant to Admin Support Supervisor

- FY18: Position was occupied for 6 months at \$18.50/hour and vacant for 6 months
- FY19: Position would be occupied for 6 months at \$23.19/hour and vacant for 6 months
- Six months = 1040 hours
 - $(1040 \text{ hours} \times \$23.19) - (1040 \text{ hours} \times \$18.50) = \$4877.60$ total salary change + benefits at 16% = \$5658.02

Mortgage Clerk

- Potential vacancy savings for mortgage clerk = \$49,264.10 (12 months) or \$4105.34 per month

Market Inspector Raise

- FY19 cost to implement a raise for market inspectors on October 1st would cost \$20,646.60 salary + 18% benefits = \$24,362.99
- To implement an additional raise for market inspectors on May 1st to \$16.00 = \$9,653.86 salary + 18% benefits = \$11,391.55

Summary

Total ~~additional~~ costs: \$41,412.56

- \$5658.02 for Admin Supervisor
- \$24,362.99 for market inspector raise to \$15.00
 - Effective date: October 1st, 2018
- \$11,391.55 for a second market inspector raise to \$16.00
 - Effective date: May 1st, 2019
 - This is incremental to the first raise

Total vacancy savings: \$43,106.07

- 10.5 months at \$4105.34 per month for mortgage clerk position