

# University of Montana

## Emergency Operations Plan



University of Montana Police Department

2016 - 2017

## Letter of Promulgation

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The University of Montana is committed to protecting our students, faculty, staff and visitors along with our intellectual property and facilities. For this reason, in the event of a natural, human-caused or technological disaster, or intentional/terrorist act affecting UM or the surrounding area, we must be prepared to implement plans and procedures to protect lives and property.

UM officials, in conjunction with local, county and state emergency management and public safety agencies, have developed an Emergency Operations Plan (EOP) that will enhance their response capability for any large-scale emergency or disaster on the UM campus. This document is the result of that effort.

This plan, when used properly and updated annually, can assist the UM administration in accomplishing one of its primary responsibilities: protecting the lives and property of the students, faculty, administrators and staff. Proper knowledge and execution of this plan should maximize the effectiveness of our campus community's response and minimize the impact of emergencies through mitigation planning and promoting preparedness before any incidents. This plan and its provisions will become official when it has been signed and dated below.

Emergency preparedness involves many other efforts that aren't part of this plan, including but not limited to the development of individual emergency plans for each campus building and the placement of safety instruction sheets in each classroom at UM. Also, an overview of UM's emergency preparedness can be found at [umt.edu/emergency](http://umt.edu/emergency).

This EOP and related documents shall be distributed to all personnel included in the EOP distribution list and the Missoula County Office of Emergency Management.

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Date

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President, University of Montana

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UM General Counsel

## Plan Distribution List

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The Emergency Operations Basic Plan is distributed to all UM sectors and auxiliaries involved in the plan. The Vice Presidents are charged with distributing the plan to the appropriate parties in their charge. The public version of the plan is available on the UM website on the [Emergency Preparedness page](#).

- President's Sector
- Academic Affairs
- Administration and Finance
- Research and Creative Scholarship
- Enrollment Management and Student Affairs
- Integrated Communications

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## Record of Revisions

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The UM Emergency Operations Plan (EOP) goes through continuous, ongoing changes based on the results of actual events, after drills and activities, and input from units and departments tasked in this plan.

All revisions are made by the office of Environmental Health and Risk Management, endorsed by the Emergency Management Advisory Committee and adopted by the President and Policy Group.

UM has made major revisions to the Emergency Response Plan that was adopted in September 2001. Revisions used the original 2001 plan, an unfinished 2011 draft version and other universities' emergency plans. The plan fully incorporates the National Incident Management System-Incident Command System (NIMS ICS) and is intended to be fully NIMS compliant.

Major revisions included:

- Revision of the plan purpose and inclusion of plan scope.
- Development of concept of operations.
- Development of emergency management and oversight structure for emergency management activities on campus.
- Update of the Emergency Operations Center section to include new information.
- Development of detailed Incident Command System structure for UM.
- Development of functional and hazard annexes in the plan.
- Development of a crisis and emergency notification plan.

After full adoption of this plan in fall 2016, records of revisions will be recorded and maintained.



## Executive Summary

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This Emergency Operations Plan (EOP) is designed to provide the University of Montana with a management tool to facilitate a timely, effective, efficient and coordinated emergency response. It is based on integrating the UM emergency response resources with those of other government emergency response agencies. UM will rely heavily on Missoula City and County to provide resources and expertise for law enforcement and fire services. The EOP directs response efforts when standard operating procedures developed by University departments and units are insufficient to handle an emergency. When an incident occurs that exceeds UM resources, the scene of the emergency is by statute subject to the control of the responding external agency in command. The larger the emergency in terms of area affected, people at risk and magnitude of external response, the smaller relative role UM plays in the overall response.

Smaller localized emergencies or unplanned events at UM having a short duration that are not likely to adversely impact or threaten life, health or property will be handled by UM first responders using UM resources. When the control of the incident is within the capabilities of the University and can quickly be resolved with its existing resources, the UM Emergency Operations Center (UM-EOC) will not be activated. Some examples would be an automatic fire alarm or medical call, where an ambulance or fire department responds for a smaller incidental call, a small chemical spill or a localized pipe break affecting a portion of a building.

The EOP uses the National Incident Management System-Incident Command System (NIMS ICS) for managing response to emergencies and disaster events and is intended to be fully NIMS compliant.

The Incident Command System (ICS) is designed to be used for all types of emergencies and is applicable to small day-to-day emergency situations, as well as large and complex disaster incidents. ICS provides a system for managing emergency operations involving a single agency within a single jurisdiction, multiple agencies within a single jurisdiction and multiple agencies from multiple jurisdictions.

This plan was developed with the understanding that all University departments/units responding to an emergency will use ICS for overall coordination of the response effort. This plan provides guidance for **four distinct levels of emergency** based on threat to lives or property:

- **Level 1** (Routine Incident – Alert/Advisory)
- **Level 2** (Minor Incident – Alert/Advisory)
- **Level 3** (Critical Event – Partial or Full UM-EOC Activation needed)
- **Level 4** (Area-Wide Disaster – Full UM-EOC Activation needed)

Response efforts for all Level 3 and 4 emergencies will be coordinated from a single location, normally the UM Emergency Operations Center (UM-EOC). Level 1 and 2 emergencies may be coordinated from an on-scene Command Post/Department Operations Center (CP/DOC). This strategic plan offers operational guidance. Tactical planning is left to the Incident Commander at the time of an incident. The designated Incident Commander (IC) may determine it necessary to use an alternative location for the UM-EOC.

The organizational structure of the ICS may not resemble the day-to-day organization of the University. Employees may report to other employees to whom they do not usually have a reporting relationship. Furthermore, as the severity of the incident increases, employee

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assignments may change in the ICS organizational structure. This means that an employee's position in the ICS structure may change during the course of a single incident.

The EOP consists of the basic plan (this document), plus appendices and annexes that outline emergency support functions for various positions as well as protocols for response to natural and human-caused disasters. In addition, UM has an emergency resource guide containing contact information for personnel and resources during a major emergency. The appendices, annexes and resource guide are available to personnel who would be activated in the event of a major emergency. They are not publicly disseminated because they contain confidential contact and response details.

The basic plan and hazard annexes are based on an all-hazard approach and acknowledge that most responsibilities and functions performed during a major emergency are not hazard specific.

The plan is based on the fact that UM and local governments (e.g., the City of Missoula and Missoula County) have primary responsibility for emergency response and operations for emergencies that occur on the UM campus. Operations are designed to protect lives, stabilize the incident, minimize property damage, protect the environment and provide for the continuation and restoration of essential services.

If a Joint Information Center (JIC) is used, UM should have a representative present to ensure that timely and accurate information is available as UM has the unique responsibility to inform hundreds, if not thousands, of nonresident parents, friends and family members, alumni and other stakeholders who expect information on events as they unfold.

The plan provides a framework for emergency preparation, response and recovery efforts. Leadership, preparation, good judgment and common sense by personnel directing these efforts will determine the effectiveness of the overall emergency program. Given the nature of some emergencies, Unified Command or the Incident Commander may alter the plan for more effective response or to accomplish strategic priorities.

The guidelines and procedures included in this plan use the best information and planning assumptions available. There is no guarantee in outcome or performance implied by this plan. In an emergency, resources may be overwhelmed and essential services may be delayed, inadequate or, in extreme cases, not available. Deviation from these guidelines may be necessary given the facts of any particular situation and taking into consideration everyone's ultimate safety, and understanding that the type of emergency will dictate the course of action to be taken. The Emergency Operations Plan is a reference tool to provide general guidance to campus personnel responding to an incident.

## Definitions

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“*Annex*” is a document, separate from the basic Emergency Operations Plan that outlines how UM will respond to specific types of emergencies. These documents are developed and maintained separate from the EOP, yet are referenced in it and are an integral piece to the emergency response.

“*Academic Impact Unit*” is the group responsible for following through on Policy Group directions with regard to the continuation of academic activities on campus in the event of an emergency.

“*Campus Communication Group*” (CCG) is a cross-divisional team responsible for coordinating the flow of information about emergency events to the campus community and external stakeholders using UM’s home page and other means of communication as necessary.

“*Command Staff*” is the staff who report directly to the UM-EOC Manager, including the Public Information Officer, Safety Officer, Liaison Officer and other positions as required. They may have an assistant or assistants as needed.

“*Concept of Operations*” means the University’s overall approach to the preparation and management of a disaster/emergency, including response efforts and how UM will implement the concepts and procedures of an Incident Command System.

“*Disaster*” means an occurrence or threat of widespread or severe damage, injury or loss of life or property resulting from any natural or technological cause. This includes but is not limited to fire, flood, earthquake, wind, storm, hazardous materials spill or other water contamination requiring emergency action to avert danger or damage. Also, epidemic, air contamination, blight, extended periods of severe and inclement weather, drought, infestation, critical shortages of essential fuels and energy, explosion, riot, hostile military or paramilitary action, or acts of domestic terrorism.

“*EHRM*” is the UM Department of Environmental Health and Risk Management.

“*Emergency Call Center (ECC)*” is the facility designed to receive calls from the public during a campus emergency.

“*Emergency Management*” means the efforts of higher education institutions to develop, plan, analyze, conduct, provide, implement and maintain programs for disaster/emergency prevention, mitigation, preparedness, response and recovery.

“*Emergency Management Director*” is a position assigned to the individual responsible for overall management and administration of the ongoing emergency management program.

“*Emergency Operations Center (UM-EOC)*” means a location where strategic management decisions are made in support of field operations during a disaster or disaster exercise.

“*Emergency Operations Center Manager*,” referred to as “UM-EOC Manager,” is the individual managing the UM-EOC. National Incident Management System (NIMS) refers to this position as Incident Commander, which is often confused with the Incident Commander in the field. For purposes of clarity, the individual in charge of the UM-EOC will be the UM-EOC Manager, and the individual in charge of on-site tactical response efforts will be the Incident Commander. The UM-EOC Manager will be responsible for overseeing coordination of the University UM-EOC Management Team’s (UM-EMT) activities during an emergency and ensuring it functions

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efficiently and effectively in support of the Incident Commander while maintaining continuity of the campus operations to the greatest extent feasible.

*"Emergency Operations Plan (EOP)"* means the written plan of the institution describing the organization, mission and functions and supporting services for responding to and recovering from disasters/emergencies.

*"Emergency Management Advisory Committee"* is the group responsible for the development, maintenance, review and revisions of the EOP. It also coordinates and provides recommendations about emergency management policies and procedures, continuity of operations and emergency management training.

*"UM-EOC Activation Team"* is a group of personnel trained to set up the UM-EOC when activated for an event or incident.

*"University UM-EOC Management Team (UM-EMT)"* is defined as any and all personnel assigned a function in the campus UM-EOC as Primary or Backup. The list of these personnel, by position title, is found in the "UM-EOC Staff Organization and Assignments" pages of the Direction and Control section. The UM-EMT is responsible for directing University resource support of emergency response operations and maintaining continuity of critical business functions on campus.

*"Exercise"* means a planned event simulating a disaster/emergency, conducted to evaluate the higher education institution's coordinated emergency management capabilities, including but not limited to testing emergency operations plans.

*"Full-Scale Exercise"* means a time-pressured exercise of a minimum of six functions of the Emergency Operations Plan, involving strategic and tactical decision-making, including the direction and control function, activating the Emergency Operations Center and Incident Command Post, and deploying responders, equipment and resources to the field.

*"Functional Exercise"* means a time-pressured exercise of a minimum of four functions of the Emergency Operations Plan, involving strategic and tactical decision-making, including the direction and control function, activating the Emergency Operations Center or the Incident Command post, or both.

*"General Staff"* is the group of incident management personnel organized according to function and reporting to the UM-EOC Manager. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Administration Section Chief.

*"Incident Action Plan"* means an oral or written plan containing general objectives for the overall strategy of managing an incident. It may include the identification of operational resources and assignments. It also may include attachments that provide direction and important information for management of the incident during one or more operational periods.

*"Incident Commander"* means the individual in charge of field operations. This position is not to be confused with the UM-EOC Manager. The overall Incident Commander may very well be someone from an outside agency such as the Missoula Police Department or Missoula Fire Department. For UM, the Incident Commander is the UM Police Chief or designee.

*"Incident Command Post (ICP)"* means the location where the primary command functions for field operations are executed.

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*“Incident Command System (ICS)”* means a system that combines facilities, equipment, personnel, procedures and communications to operate within a common organizational structure and that designates responsibility for the management of assigned resources to effectively accomplish stated campus goals and objectives.

*“Joint Information Center”* means a centralized facility where organizations responding to an emergency coordinate the release of accurate and timely information to the public and the media and provide a central source for all instructions. A JIC is operated cooperatively by all responding levels of federal, state and local governments and organizations and the involved facility.

*“Liaison Officer”* is a functional member of the UM-EOC who keeps the Policy Group apprised of the incident status and actions of the University UM-EOC Management Team (UM-EMT). The Liaison will communicate directly with the Public Information Officer.

*“Mitigation”* means to take action to reduce the likelihood of death, injury or property damage for emergencies that cannot be prevented such as tornadoes, earthquakes, etc.

*“National Incident Management System (NIMS)”* means the comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. It provides a consistent nationwide template to enable all government, private sector and nongovernmental organizations to work together during domestic incidents.

*“Policy Group”* This group is the highest-echelon policymakers within the University – the President and designated Cabinet members.

*“Preparedness”* means actions taken and programs and systems developed prior to a disaster/emergency to support and enhance response to and recovery from a disaster/emergency.

*“Prevention”* means to take action to reduce or eliminate the likelihood of death, injury or property damage for emergencies that can be prevented.

*“Public Information Officer”* is responsible for working with the public and news media. The PIO develops accurate and complete information on the incident’s cause, size, current situation, resources committed and other matters of general interest for both internal and external consumption.

*“Recovery”* means restoration actions and programs associated with recovering from a disaster/emergency, including but not limited to, academic recovery, physical/structural recovery, business/fiscal recovery and psychological/emotional recovery for students and campus personnel.

*“Response”* means the actions taken to address the immediate and short-term effects of a disaster/emergency.

*“Safety Officer”* is a functional member of the UM-EOC who is responsible for monitoring incident operations and advising the EOC Manager on all matters relating to operational safety, including the health and safety of emergency responding personnel.

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*"Table Top Exercise"* means a low-stress, non-time-pressured, discussion-based exercise of a minimum of four functions of the Emergency Operations Plan, including the direction and control function.

*"Targeted Violence"* means an incident of physical violence in which both the perpetrator and targets are identified or identifiable prior to the incident.

*"Threat Assessment"* means a process of evaluating the actions and conduct of individuals, as well as the circumstances surrounding those actions and conduct, to uncover any facts or evidence that indicate that violence is likely to be carried out. A threat assessment should occur when a person (or persons) threatens or induces others to commit a violent act or engages in behavior that appears to threaten "targeted violence."

*"Unified Command"* means an Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish a common set of objectives and strategies and a single Incident Action Plan.

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## List of Acronyms

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AIU	Academic Impact Unit
CCC	Campus Communication Center
CCG	Campus Communication Group
DES	Disaster and Emergency Services
DHS	U.S. Department of Homeland Security
ECC	Emergency Call Center
EHRM	Environmental Health and Risk Management
EMS	Emergency Medical Services
EOD	Explosive Ordnance Disposal
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HSPD-5	Homeland Security Presidential Directive 5
IC	Incident Commander
ICS	Incident Command System
IMSD	Incident Management Systems Division
JIC	Joint Information Center
MCA	Montana Codes Annotated
MCFD	Missoula City Fire Department
MRFD	Missoula Rural Fire Department
NIMS	National Incident Management Systems
NRF	National Response Framework
PIO	Public Information Officer
UMEMT	University of Montana Emergency Management Team
UM-EOC	University of Montana Emergency Operations Center
UMPD	University of Montana Police Department

# UM Emergency Management Overview

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## Organization and Reporting Structure

The University's organizational structure during an emergency response may not resemble its day-to-day operations. Employees may report to individuals to whom they do not ordinarily report. Furthermore, if the severity of an emergency increases, assignments may change in the organizational structure, therefore changing an employee's position during the course of a single emergency.

The plan reflects four major organizational components (see Appendices C & D):

- Traditional first responding agents Incident Command (e.g. UM Police, fire or Missoula Police)
- Policy Group
- Command Staff
- General Staff

Traditional first responders include those agents who would first respond to the scene of an incident. Examples include UM Police, Missoula City Fire Department, Missoula City Police and UM Environmental Health and Risk Management. First responders are responsible for staffing and operating field command posts near the scene of the incident or at staging areas nearby. As necessary, first responders coordinate efforts with off-site governmental authorities within a Unified Command. Under the scope of this plan, first response will typically be under the control of external law enforcement, fire or the local health department with the lead agency determining the identity of the Incident Commander and location of the Incident Command Post. For purposes of this plan, UM's first responders would be the UMPD, as UM Police are likely to be the first notified by external agencies, regardless of the type of situation. The UM Police Chief or designee would take on the role as UM's on-site Liaison at the Incident Command Post, and as necessary, would communicate with the Policy Group and UM's EOC Manager.

## First Responder Incident Command

### UM Policy Group Members

- President
- Provost and Vice President for Academic Affairs
- Vice President for Administration and Finance\*
- Vice President for Enrollment Management and Student Affairs
- Vice President for Research and Creative Scholarship
- Director of Communications\*
- Chief Information Officer
- Legal Counsel
- Assistant to the President

\* These positions typically will report to the EOC.

### UM Incident Commander

- UM Police Chief (UMPD determines based on incident)

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## Command Staff

- UM-EOC Manager (back up position three deep)
- Deputy UM-EOC Manager (back up position two deep)
- UM-EOC Liaison (designated by the President, back up position two deep)
- Public Information Officer (two deep)
- Safety Officer (two deep)

## General Staff (Section Chiefs)

- Operations
- Planning
- Logistics
- Finance

## **Functional Support Teams (UM-EMT Unit Members)**

The following are branches/units designed to support the response under the above four sections. Support teams are deployed as needed, depending on the nature of the emergency.

## Operational Section

- Staging
- Medical Branch
- Facilities (Infrastructure) Branch
- Hazmat Branch
- Police/Security Branch
- Business Continuity Branch

## Planning Section

- Resources Tracking Unit
- Situation Tracking Unit
- Documentation Unit
- Demobilization Unit

## Logistics Section

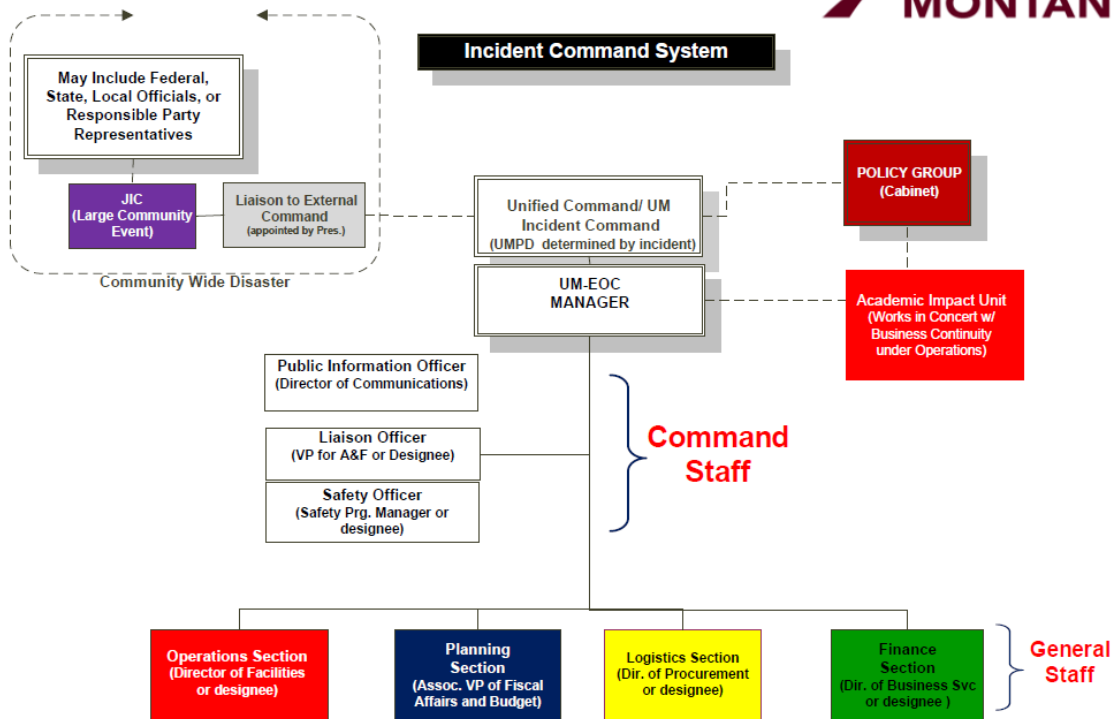
- Services Branch
- Support Branch

## Finance Section

- Time Unit
- Procurement Unit
- Claims Unit
- Cost Unit

# University of Montana Emergency Operations Plan

Appendix A



# Part I: Basic Plan

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## Overview

The University of Montana (UM) is vulnerable to a number of natural and human-caused hazards that can affect University property and faculty, staff, students and visitors who are present on campus. To effectively respond to these natural and human-caused hazards, UM has adopted this Emergency Operations Plan (EOP) to guide response efforts. The plan is designed to provide an organized management system to follow during emergencies that impact the campus community. It is meant to be flexible, offering an adjustable foundation regardless of incident type.

The plan offers fundamental guidance for all emergency incident and disaster operations. Annexes may then be used to guide responses to various kinds of disasters and hazards. The plan is continually under revision and therefore annexes will also be adapted continually to the current risk and vulnerability of the University.

## The Basic Plan

The basic plan describes the structure and process through an all-hazards planning approach, based on an emergency incident or disaster of any magnitude or geographic size. It provides general guidance for primary UM resources and outlines procedures for such major tasks as notification, organizational structure and Emergency Operations Center coordination.

## Emergency Functional Annexes

The functional annexes are based on models developed in the National Response Framework and adapted for the specific functions necessary at UM. These annexes provide direction for specific functions during preparedness, response and recovery phases of an emergency incident or disaster. They do not address specific incidents or disasters but provide a general framework that may be adapted for emergency operations during any type of incident.

## Situational & Hazard Annexes

Certain hazards or situations present a greater risk or vulnerability for UM and have specific emergency response protocols. Examples of these incidents include an active shooter or major fire. Situational annexes expand on the framework of the basic plan and provide additional guidance for responding to specific situations.

## Appendices

Materials such as an emergency organizational structure chart, emergency flow chart, checklists, maps, resource lists or other documents supplement the basic plan and are attached as appendices.

The plan is based on the functions and principle requirements of the National Incident Management System-Incident Command System (NIMS ICS) established by the Federal Emergency Management Agency (FEMA) and the U.S. Department of Homeland Security. The use of NIMS ICS enables this plan to coordinate with city, county, state and federal government entities during situations that may call for integrated interagency response.

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## Purpose

The purpose of the EOP is to provide the framework and guidance to protect faculty, staff, students and visitors at UM. To protect the campus community, the plan will establish both general and specific responsibilities during major emergencies and disasters, or at other times when the UM Emergency Operations Center (UM-EOC) may be activated.

The EOP outlines procedures for managing and responding to major emergencies that threaten the lives, safety and operations of the local campus community. It is a reference tool to provide general guidance to campus personnel responding to an incident. The plan outlines necessary emergency preparedness requirements and identifies the management organizational structure, responsibilities, guiding policies and individual positions that have a direct role in emergency preparedness, response and recovery. This plan will not, nor can it be expected to, address every possible emergency situation. Therefore, it encourages generalized preparedness and empowers UM stakeholders with the resources and knowledge they need to prepare.

The EOP directs response efforts when standard operating procedures developed by individual UM departments and units are insufficient to handle an emergency. The UM plan is to be supplemented by UM's building Emergency Action Plans.

## Scope

This plan is designed to address numerous hazards that may affect the University. The policies and procedures of this plan apply to all departments, personnel, buildings and grounds owned and operated by UM, although some departments or agencies may have more specific roles and responsibilities within their emergency operations. Major emergencies may impact the surrounding community in addition to campus. If this occurs, UM will make every effort to cooperate with local, state and federal officials in their delivery of emergency services.

The plan includes procedures for responding to a range of levels of emergency regardless of the size, type or complexity. This plan currently covers the UM Mountain Campus and the Missoula College campuses. Other campuses or properties owned or leased by UM will have separate emergency action plans.

This plan supersedes and rescinds any previous EOP, UM emergency plans or emergency response organizations created by it. If any portion of this plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of the plan.

**Nothing in this plan should be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this plan or its appendices. Nothing in this plan is intended or should be construed as creating a duty on the part of the University of Montana toward any party for the purpose of creating a potential tort liability.**

## Authorities

This Emergency Response Plan is promulgated under the authority of the UM President and UM Policy 230 Emergency Response (**Policy being updated to align w/ new EOP**); MCA 10-3-401, <http://leg.mt.gov/bills/mca/10/3/10-3-401.htm>; and MUS Policy 1009.1 Campus Health and Safety Policies, <http://mus.edu/borpol/bor1000/1009-1.pdf>.

## University of Montana Emergency Operations Plan

### Federal

1. Federal Civil Defense Act of 1950, Public Law (PL) 81-950 as amended
2. The Disaster Relief Act of 1974, PL 93-288 as amended
3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288, as amended by PL 100-707
4. Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA), PL 99-499 as amended
5. Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance
6. Executive Order (EO) 12148 of July 20, 1979, as amended, Federal
7. Emergency Management
8. EO 12472 of April 3, 1984, Assignment of National Security and Emergency Preparedness Telecommunications Functions  
[http://www.ncs.gov/library/policy\\_docs/eo\\_12472.html](http://www.ncs.gov/library/policy_docs/eo_12472.html)
9. EO 12656 of November 18, 1988, Assignment of Emergency Preparedness Responsibilities. <https://www.fas.org/irp/offdocs/EO12656.htm>
10. Federal Preparedness Circular 8, June 22, 1989, Public Affairs in Emergencies
11. Homeland Security Presidential Directive 5, February 28, 2003, Management of Domestic Incidents <http://www.fas.org/irp/offdocs/nspd/hspd-5.html>
12. Higher Education Opportunity Act (PL-110-315) August 14, 2008
13. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) December 09, 2008

### State

1. Title 10, Chapter 3 of Montana Code Annotated (MCA)  
[http://leg.mt.gov/bills/mca\\_toc/10\\_3.htm](http://leg.mt.gov/bills/mca_toc/10_3.htm)
2. Montana Emergency Response Framework (MERF) 2012  
[http://montanadma.org/sites/default/files/MERF\\_2012\\_v1.2\\_0.pdf](http://montanadma.org/sites/default/files/MERF_2012_v1.2_0.pdf)
3. MUS Policy 1009.1 Campus Health and Safety Policies  
<http://mus.edu/borpol/bor1000/1009-1.pdf>

### University Policies

1. UM Policy 230 Emergency Response (policy to be aligned w/ updated EOP)
2. UM Policy 1008 Fire and Emergency Preparedness (policy to be aligned and lined w/ updated EOP)

## Situation and Assumptions

The UM campuses, students, staff and visitors can be exposed to a number of hazards with the potential to disrupt the University, create damage and cause casualties. The following situation and assumptions provide an overview of the potential emergency situation at UM and the assumed operational conditions that provide a foundation for establishing protocols and procedures.

# University of Montana Emergency Operations Plan

## Situation

UM's student and employee population varies depending on the time of day and events going on. The University has a total student enrollment of about 13,000 students and 3,000 employees across all campuses. In addition, UM draws large gatherings for football games and special events at Washington-Grizzly Stadium (26,000-person capacity), basketball games and special events at the Adams Center (about 7,500-person capacity), and soccer, softball and track and field events at Dornblaser Field (about 1,000-person capacity). The Dennison Theatre (1,300 capacity), the Montana Theatre (500 capacity) and the University Center also can draw hundreds of people for social and cultural events on any given day.

A number of natural hazards and human-caused hazards can affect UM campuses. In addition, threats of technological and biological hazards; those caused by human omission or error, such as transportation accidents, hazardous material incidents, utility failures or fires; a civil disturbance; or a terrorism incident are also possible. The global nature of UM business, programs and travel to and from other continents elevates the risk of exposure to communicable diseases.

## Assumptions

1. An incident that affects the University is likely to also affect the surrounding communities and region. Therefore, the University should plan to manage all incidents with limited external resources for the first 24 to 48 hours.
2. Specific UM operations and interests will remain under the coordination and management of the University. Therefore, it is necessary to plan accordingly and maintain incident operations until the incident is concluded.
3. An emergency incident or disaster may occur at any time of the day or night, weekend or holiday with little or no warning.
4. The succession of events in an emergency incident or disaster is unpredictable. Therefore, this plan should be used as a guidance document and adapted accordingly for the specific needs of the emergency incident or event.
5. Although UM is more vulnerable to specific hazards, such as winter storms, the University must plan to respond using a standard structure and organization to any hazard that may affect the University.
6. The fundamental priorities for UM during an emergency incident or disaster are:
  - a. **Priority I** - The preservation of life and protection of people.
  - b. **Priority II** - The protection and restoration of property and infrastructure.
  - c. **Priority III** - Stabilization of the emergency incident or disaster.
  - d. **Priority IV** - Recovery fulfilled to pre-incident conditions.
7. During major emergency incidents or disasters, all operations will be coordinated through the Incident Command System Structure and UM Emergency Operations Center (UM-EOC).
8. UM will consult the advice and guidance of Missoula County, the City of Missoula and Montana Emergency Management when making evacuation and other



## University of Montana Emergency Operations Plan

emergency management decisions, but reserves the right to make decisions beyond that of Missoula County and the City of Missoula.

9. Extended incidents that require 24-hour operations will be divided into two (2) operational periods or shifts of 12 hours each. Staffing should be planned accordingly.

### Plan Assumptions

1. UM will maintain and disseminate an all-hazard Emergency Operations Plan (EOP). In addition to the plan itself, UM will develop an educational component to educate individual departments and units so all personnel will be aware of the general framework for responding to emergency incidents and disasters.
2. All UM departments and units will be familiar with the EOP, and their specific responsibilities within the plan.
3. Designated personnel in each building on UM's Mountain and Missoula College campuses will maintain specific emergency response plans relevant to their area and operations. In addition to the framework provided in the EOP, these building plans should address additional specific issues that may affect the occupants. Faculty and staff should understand the basic premise of the EOP, as well as any building plans so emergency incident and disaster operations may be conducted in a timely and effective manner. Building plans should address at a minimum:
  - Evacuation
  - Sheltering in Place
  - Building Lockdown
  - Communication procedures for disseminating information and contacting the Emergency Operations Center or other coordinating entities.
  - Actions to be taken to ensure continuity of operations, including critical tasks, services, key systems and infrastructure.
  - Methods to ensure that all personnel have been made aware of the plan and the plan is reviewed and revised as needed at least annually.

The Emergency Management Director may assist any department in developing an emergency policy or building plan.

4. The EOP will be reviewed and updated at least annually by the Emergency Management Director and the Emergency Management Advisory Committee. A record of changes will be maintained.
5. The plan will be used for a drill or exercise at least once annually.

### **Emergency Response Priorities**

UM shall respond to an emergency situation in an organized, safe, effective and timely manner. This EOP may be activated fully or in part by the UM President, the Vice President for Administration and Finance, or the UM Police Chief or their designees depending on the type or severity of the event. University personnel and equipment will be used to resolve incidents based on the fundamental Priorities I – IV identified above.

## PART II: Basic Plan

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### Concept of Operations

This section provides an overview of UM's emergency management structure and procedures for responding to an emergency situation that impacts the University or campus community.

Most emergencies at UM are small and handled by UM employees or with limited response by outside agencies. Examples of small emergencies are medical calls where both ambulance and the fire department responds, small chemical spills, etc. Conversely, when an incident occurs that exceeds UM resources, the scene of the emergency is by statute subject to the control of the responding external agency in command. The scene of the emergency may be one room, one building, the entire campus and even the surrounding community. The larger the emergency in terms of area affected, people at risk and magnitude of external response, the smaller relative role UM plays in the overall incident response.

The role of UM departments/units involved in emergency response will generally parallel normal day-to-day functions. However, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency response may be suspended for the duration of the emergency. Efforts that would typically be required for normal daily functions will be redirected to accomplish emergency tasks following the ICS system.

This plan is designed to be flexible to be used in any emergency response situation regardless of the size, type or complexity (e.g., infrastructure failure, fire, civil unrest, winter storms, wind storm, pandemic, earthquake, etc). The procedures outlined in this plan are based on a worst-case scenario. Part or all of the components of the plan can be activated as needed.

Depending on the nature of the emergency, the response effort will be under the control of external law enforcement, fire department or the local health department, with the lead agency determining the identity of the Incident Commander and the location of the Incident Command Post. UM senior management (typically, the UM Police Chief or designee will be at the Incident Command Post and will communicate with the Policy Group and UM-EOC Manager. Depending on the situation, the Director of Communications may also be at the Incident Command Post. UM will likely have activated its own UM-EOC, identified an UM-EOC Manager and filled many if not all of the normal roles in the Incident Command Structure. UM has control only over its own resources to a limited extent in a large-scale emergency subject to the direction of the external agency(s) having jurisdiction over the incident. If a Joint Information Center (JIC) is used, UM should have a representative present to ensure that timely and accurate information is available. UM has the unique responsibility to respond to hundreds, if not thousands, of nonresident parents, friends and family members, alumni and other stakeholders who expect information on events as they unfold.

### Planning Approach

UM's Emergency Operations Plan uses the framework of the four phases of the Emergency Management Cycle (Prevention and Mitigation, Preparedness, Response and Recovery):

# University of Montana Emergency Operations Plan

## Prevention and Mitigation

The activities designed and actions taken to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.

## Preparedness

The range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to and recover from an incident.

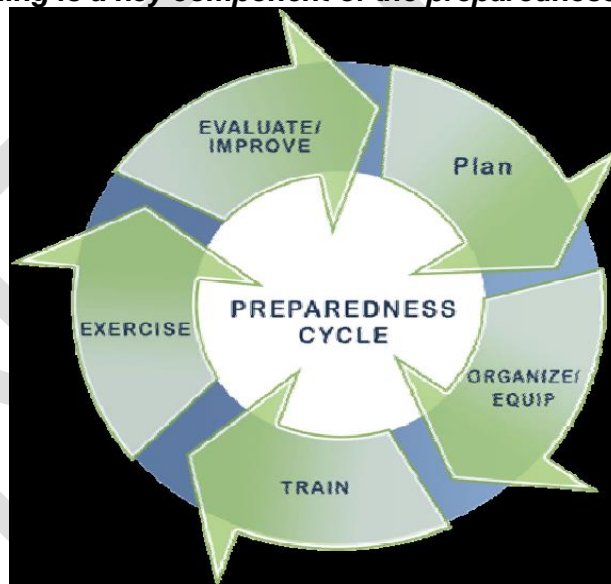
## Response

The prompt actions taken during an emergency that minimize danger to life, health, property and the environment. Response includes immediate actions to save lives, protect property and meet basic human needs.

## Recovery

The development, coordination and execution of service and site-restoration plans. These activities are designed to promote a return to normal functioning. Initial recovery activities include providing for the basic needs of students, employees and guests. Recovery activities include both providing for long-term needs of individuals and restoration of normal functions.

***Planning is a key component of the preparedness cycle.***



The preparedness cycle illustrates the way that plans are continuously evaluated and improved through a cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action.

# University of Montana Emergency Operations Plan

## Strategic, Operational and Tactical Planning

There are three tiers of planning: Strategic planning, operational planning and tactical (incident scene) planning. Strategic planning sets the context and expectations for operational planning, while operational planning provides the framework for tactical planning. All three tiers occur at all levels of government.

*Strategic Plans* describe how a jurisdiction wants to meet its emergency management or Homeland Security responsibilities over the long-term. These plans are driven by policy from senior officials and established planning priorities.



Relationship between Strategic, Operational and Tactical Planning

*Operational Plans* provide description of roles and responsibilities, tasks, integration and actions required of a jurisdiction or its departments and agencies during emergencies. Jurisdictions use plans to provide the goals, roles and responsibilities that a jurisdiction's departments and agencies are assigned, and to focus on coordinating and integrating the activities of the many response and support organizations within a jurisdiction. They also consider private sector planning efforts as an integral part of community-based planning, ensuring efficient allocation of resources. Department and agency plans do the same for the internal elements of those organizations. Operational plans tend to focus more on the broader physical, spatial and time-related dimensions of an operation. Thus, they tend to be more complex and comprehensive, yet less defined than tactical plans.

*Tactical Plans* focus on managing personnel, equipment and resources that play a direct role in an incident response. Pre-incident tactical planning, based upon existing operational plans, provides the opportunity to pre-identify personnel, equipment, exercise and training requirements. These gaps can then be filled through various means (e.g., mutual aid, technical assistance, updates to policy, procurement, contingency leasing).

Comprehensive and integrated planning can help other levels of government plan their response to an incident within a jurisdiction. By knowing the extent of the jurisdiction's capability, supporting planners can identify shortfalls and develop pre-scripted resources requests.

## **Emergency Operations Plan (EOP) Activation**

This plan is activated whenever emergency conditions exist and immediate action is required to:

- Save and protect lives
- Prevent damage to the environment, systems and property
- Initiate the Incident Command System (ICS) and develop an appropriate organizational structure to manage the incident
- Coordinate communications
- Provide essential services
- Temporarily assign University staff to perform emergency work
- Invoke emergency authorization to procure and allocate resources
- Activate and staff the Emergency Operations Center (UM-EOC)

### **Emergency Assessment and Notifications:**

In most situations, the UM Police will serve as the initial contact for reporting all emergency situations (as defined by this plan) and as the central point of communication during the response and resolution of all emergencies on the local campus. Outbreaks of contagious disease, a utility outage that impacts business operations and weather events are examples of emergencies where the plan may be activated by someone other than the UM Police.

Upon being contacted, the officer in charge will make an initial judgment about the level of response necessary and communicate with personnel as outlined in the plan. Regardless of the severity of an incident, the UM Police Chief notifies the Vice President in charge or his/her designee. The UM Police Chief provides a description of the emergency and a recommendation of emergency level. As appropriate, the positions of Incident Commander and UM-EOC Manager will be assigned. If there is a chance the incident could escalate, the VP in charge notifies the members of the Policy Group and the Director of Communications. The Policy Group convenes in person or by phone and assesses the situation to determine the appropriate emergency level and necessary activation of the UM-EOC. In addition to the UM Police Chief and the VP in charge, any member of the Policy Group can identify a potential incident and convene the group for an incident assessment. The UM-EOC Manager will confirm the level of response needed and situation level of the emergency and make the appropriate contacts within the administration as outlined in the EOP and begin staging for the emergency.

Depending on the level of the emergency and accessibility of the members, the Policy Group may agree to coordinate response efforts via phone or meet in person. Primary and secondary meeting locations have been identified and are available in the protected version of this plan. Following the briefing and strategy discussion, the President (or a designee if the President is not available) will appoint a UM-EOC Liaison for communication between the UM-EOC and the Policy Group. Generally, the Vice President for Administration and Finance serves as the Liaison and is located at the UM-EOC. If a Joint Incident Command is established off campus, the UM Police Chief or designee – in consultation with the President – will assure the University is represented there.

## University of Montana Emergency Operations Plan

In order to contact various members of the Policy Group, a text, voice and e-mail message will be distributed to the members via the University's mass notification system. Policy Group members will be provided a brief description of the incident, as well as instructions to respond that their notification has been received. In the event that all Policy Group members are not available, those who are accessible will convene and begin development of a strategic University response. In the event that none of the Policy Group members are available, the UM Police Chief will notify individuals identified as backups for each member of the Policy Group.

### Emergency Classification Levels

University management, administrators and UM-EOC representatives will respond to emergencies based on four levels of operation. The level of operation and response will be determined based on the magnitude of an emergency, as shown below. Figure 2.1 highlights the levels of emergency.

#### Level 1 (Routine Incident- Alert/Advisory):

A UM localized unplanned event of short duration that is not likely to adversely impact or threaten life, health or property. The control of this incident is within the capabilities of University employees and can quickly be resolved with existing University resources. The Emergency Response Plan is not activated for Level 1 events. UM's Director of Communications should be notified by UMPD.

**Examples:** Automatic fire alarm, small very localized chemical spill, localized water pipe break affecting a portion of a building, localized odor complaint or criminal incident.

#### Level 2 (Minor Incident- Alert/Advisory):

A minor incident is an unplanned event with a predictable or short duration at a single site. It can be quickly resolved with existing University resources and limited outside agency assistance. A Level 2 incident has little impact on personnel or normal operations outside the locally affected area. Evacuation is short-term and affects the immediate localized area only. Security procedures will need to be established. Medical response may be required. Some involvement of University insurance may be required.

Impacted personnel, departments or offices coordinate directly with operational personnel from the UM Police and the Facilities Services or other units to resolve Level 2 incidents. The Director of Communications should be notified by UMPD. For Level 1 and Level 2 incidents, the Director will consult as needed with the President or other officials about the need to notify the campus community and other stakeholders, including the news media.

**Examples:** Odor complaints or a small localized fire or a localized hazardous material spill with a predictable duration at a single site with limited outside agency response.

#### Level 3 (Critical Event- Partial or Full UM-EOC Activation):

A critical incident is one that disrupts sizable portions of the campus community and/or outside community. Level 3 emergencies require extensive assistance from external organizations. These events can escalate quickly and have serious consequences for mission-critical functions and/or life and safety.

**Examples:** Major building fire, biological or criminal threat, major chemical or hazardous material release causing extended evacuation of one or more buildings, severe storm,

## University of Montana Emergency Operations Plan

*fire or flooding, and extensive utility outage that adversely impacts or threatens life, health or property. Also includes external emergencies that may affect campus personnel or operations.*

### Level 4 (Area-Wide Disaster – Full UM-EOC Activation)

A major disaster involves a large part of the campus and its surrounding community on a greater scale. Normal campus operations are curtailed or suspended. The effects of the disaster are wide-ranging and complex. A timely resolution of disaster conditions requires campus-wide cooperation and extensive coordination and support from external jurisdictions. Long-term business interruption is expected.

The President and the Policy Group will be advised of the incident and responding activities during Level 1 and Level 2 events where applicable. Level 3 or 4 events will result in the convening of the Policy Group and assigning a liaison to the Joint Information Center, the UM-EOC and the County EOC. Action under this plan is coordinated with the Missoula County Emergency Operations Plan

<http://www.co.missoula.mt.us/oes/plans/Emergency%20Operations%20Plan/Missoula%20County%20EOP%20-%20Basic%20Plan.pdf>. The UM Emergency Operations Center is activated in either its primary or secondary location. Policy Group members and other key personnel are alerted to report for duty. State and local emergency services are notified and communications opened. The Policy Group establishes policies and procedures, approves resources as needed to support emergency operations and determines business recovery and resumption priorities.

### **Activation of the UM Emergency Operations Center**

If the Incident Commander and Policy Group declare a Level 3 or 4 emergency, the UM Emergency Management Team members will be notified via the emergency alert system or the UM Police dispatch to report to the UM-EOC. Primary and secondary locations have been identified and are available in the protected version of the EOP to authorized individuals. A message will be distributed to the management team via the mass notification system that indicates there is an emergency, the UM-EOC has been activated, and they should report to the primary or secondary EOC location. All available team members should report. Policy Group members meet in a separate, designated location.

#### When to activate UM-EOC:

- At the discretion of the UM President, Policy Group or UM Police Chief
- Policy Group declares a Level 3 or 4 emergency
- Emergency disrupts UM daily operations
- Disaster disrupts sizable portions of campus
- Disaster extends beyond UM capabilities/resources
- Homeland Security event
- Public Health event
- An event requires assignment of section chiefs and outside agency coordination

#### UM-EOC Operations

Upon activation, the UM-EOC will serve as the central location where response staff will gather, obtain a briefing of the incident and assume their roles under the plan. The team will review the objectives of the incident response strategy. The UM-EOC Manager will set an initial operational period – the time frame in which measurable strategic

## University of Montana Emergency Operations Plan

operations are to be achieved. Response activities and work assignments will be planned, coordinated and delegated by the UM-EOC Manager.

As a standard practice, the Command Staff and General Staff Section Chiefs will report to the UM-EOC to assume emergency response roles in a Level 3 or higher emergency. (See UM-EOC Management Team Structure Appendix A). The UM-EOC Manager will determine which UM staff report to the UM-EOC and which staff report to their normal work stations to coordinate response efforts.

The UM-EOC Manager along with UM-EOC Activation Team is responsible for setting up the UM-EOC, including but not limited to computers, telephones, expendables and forms, preparing the UM-EOC facility for operation.

Command Staff and General Staff are required to check in with Planning Section staff upon arrival at the UM-EOC. If a staff member is unavailable during an emergency, the Planning Section staff will coordinate with the UM-EOC Manager to designate alternate staff positions based on need. All personnel operating in the UM-EOC will maintain documented actions using appropriate Incident Command System forms.

For extended incidents or planned events, the UM-EOC will publish and disseminate a written Incident Action Plan and Situation Report at least once every operational period.

Upon arrival, the UM-EOC Manager and Deputy UM-EOC Manager will assign set-up responsibilities and, following the initial response and assessment, present an initial incident briefing using ICS-201. See ESF Annexes for Position Roles and Responsibilities.

**UM Emergency Operations Center (UM-EOC) Management Team Section Chiefs** are assigned and convened to develop a coordinated response. The UM-EOC Management Team directs the resources in support of emergency response operations and the continuity of business or business recovery. UM-EOC Management Sections include Operations, Planning, Logistics and Finance.

- **The Operations Section:** the “doers” who will respond with facilities personnel, equipment and resources, and provide safety/security.
- **The Planning Section:** the “thinkers” who will provide intelligence resources, planning and situational tracking and documentation.
- **The Logistics Section:** the “getters” who provide logistical service and support for information technology communications, food, medical, housing, supply, staffing, etc.
- **The Finance Section:** the “payers” who provide necessary financial, compensation, contracting and purchasing support.

The **Incident Commander** in coordination with the **Public Information Officer** provides the Public Information Plan. (The PIO should have a brief action plan or procedures for coordinating unified factual messages to students, staff, faculty, public and media; developing pre-agreements with media concerning debriefing and a media holding area during the emergency; and designating a campus spokesperson).



## University of Montana Emergency Operations Plan

### EOP Demobilization

This plan is demobilized when:

- Individual UM-EOC functions are no longer required.
- A State of Local Emergency is lifted.
- Coordination of response activities and/or resources is no longer required.
- Event has been contained and emergency personnel have returned to regular duties.

When the event is deemed concluded, the UM-EOC Manager will deactivate the UM-EOC for the current incident and notify all participants. Deactivation/demobilization of the UM-EOC operations can either occur in phases or in its entirety, depending on the situation, and is managed by the Planning Section.

INTERIM

# Emergency Notification/Communication Plan

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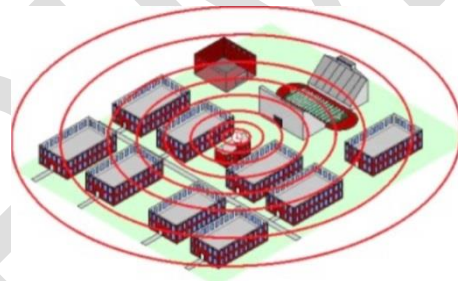
## Emergency Communication Strategy

In response to changing tactics of violent criminals and recent improvements in technology, UM has developed an emergency mass communication strategy to inform the community of threatening incidents.

This communication strategy is based on measures that overlap and have the ability to accomplish three goals:

- Provide information about an emergency
- Provide a location where more information can be obtained
- Provide a method to recall or send an "All Clear" message

### LED Mass Emergency Notification System



The system consists of a radio transmitter capable of sending messages to wireless receivers in campus buildings. Since this is a stand-alone transmitter it does not depend on outside resources that can get filled beyond capacity during an emergency. The wireless receivers are LED signs with an audible alert to attract attention to the scrolling text.

### Cell Phone Text Message Notification

The University of Montana can transmit a mass notification message to any student, staff or faculty who subscribes to this system accessed through Cyberbear.

### Email Notification

The emergency notification system sends an email with emergency information to all "umontana" email addresses.

### Web Page Banner

The same text sent to cell phones is automatically inserted into an "ALERT" banner on the main UM home page. Additional space is available on this page for more specific information and a running log of events as incidents develop and more information becomes available.

### TWITTER

Messages are posted to the UM Police homepage, and on other UM social media tools as appropriate:

<http://www.umt.edu/police>

## Emergency Notification System Activation Protocol

### **Credible Threat: Full Activation**

- LED Reader Boards w/ message and audible alert
- Cell phone text messages
- Email notification
- UM Home Page
- Social Media: Twitter and Facebook
- Local police/fire summoned

### **Unsubstantiated/not credible threat: Partial Activation**

- LED Reader Boards w/message and audible alert
- Social Media: Twitter
- Local Police/fire notified, not summoned

### **Timing:**

- Initial Message will outline general nature and location of the threat.
- Every 30 minutes after the initial message an in-progress update will be sent.
- When incident is over an All Clear message will be sent.

## Emergency Management Structure

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Emergency response activities at UM follow the National Incident Management System (NIMS) and the Incident Command System (ICS). The following describes the various components of the Emergency Management structure. The Functional Annexes have the full description of position roles and responsibilities.

### UM Incident Command System Organization

The EOP follows the structure of the Incident Command System (ICS) for managing a response. There are four functional areas in the ICS structure: (1) University UM-EOC Management Team (UM-EMT), (2) UM-EOC Manager, (3) Command Staff and (4) General Staff. The UM-EMT generally includes all of the Command and General Staff positions. The UM-EOC Manager supervises the Command Staff and General Staff and is responsible for all emergency response activities and efforts. (See Appendix A & Appendix B for UM Incident Command System diagram.)

In most Level 3 and 4 emergencies, the Incident Commander, UM-EOC Manager, Command Staff, and Section Chiefs in the General Staff will report to the Command Post or the Emergency Operations Center, if activated.

### UM Emergency Policy Group

The Policy Group will work closely with the UM-EOC Management Team to develop/approve emergency response initiatives designed to oversee the security and welfare of the campus at large and collaborate with the Public Information Officer in establishing a news conference or other high-level news release.

The Policy Group provides direction in making strategic policy decisions for any incident that impacts UM's ability to meet its mission of teaching, research and public service. This strategic planning includes operational guidance with tactical planning left to the Incident Commander at the time of the incident. The Policy Group is chaired by the UM President or designee.

The Policy Group is drawn from the UM's Cabinet and consists of the President, Provost, all other Vice Presidents, Director of Communications, Chief Information Officer, Legal Counsel and Assistant to the President. The President will designate from this group who will serve as the group Liaison for the Policy Group. Additional personnel may be added such as a Dean responsible for the involved department(s), facility or affected personnel.

**NOTE:** The Policy Group is responsible for the release of approved statements to the media and public via the Public Information Officer. Coordination is crucial for timely and accurate communication. Independent actions or statements without Policy Group approval may interfere with the successful resolution of an incident.

The **Policy Group** convenes in its designated location during Level 3 and 4 emergencies.

### University President Succession of Authority

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the President is unavailable:

## University of Montana Emergency Operations Plan

1. Provost and Vice President for Academic Affairs
2. Vice President for Administration and Finance
3. Vice President for Research and Creative Scholarship
4. Vice President for Enrollment Management and Student Affairs

### Policy Group Action Procedures

**President's Office is advised of an incident that may develop into an emergency response and closely monitors changes.**

1. President's Office will notify Policy Group members of a confirmed emergency or when the incident affects UM daily operations.
2. Policy Group reports to its designated meeting location separate from UM-EOC.
3. Ascertain and identify UM Incident Commander and UM-EOC Manager.
4. Assign Liaison Officer to represent Policy Group interests at the UM-EOC and provide UM resources. Generally, the Liaison Officer is the Vice President for Administration and Finance.
5. Assign Public Information Officer.
6. Identify Media Briefing location with advice from the Public Information Officer.
7. The President or a designee will notify the Office of the Commissioner of Higher Education, the Missoula Mayor and other city and county authorities as appropriate.
8. Monitor event and protect interests of the campus community.
9. Evaluate the institutional effects of an emergency and determine appropriate courses of action relative to business continuity. This may involve such actions as authorizing a temporary suspension of classes, campus closure or evacuation.
10. Evaluate the functions deemed critical to the continuity of UM business operations.
11. Consider continuity of business operations if the incident continues over one operational period or for a prolonged period of time (hours, days, weeks).
12. Develop emergency-specific policies as needed.
13. Address legal and political implications associated with the emergency.
14. Determine and convey business resumption priorities and business recovery plans to the UM-EOC Management Team and departmental leads.
15. Support Finance Chief with regard to financial resources and direction.

### Academic Impact Unit

The Academic Impact Unit will address needs, concerns and issues related to academic impacts resulting from the emergency in concert with the Business Continuity Branch

## University of Montana Emergency Operations Plan

under the Operations Section. Working with the President's Policy Group, they will address business continuity issues from an academic perspective – decisions relative to suspension of classes, campus closure, etc. They will be responsible for developing initial and long-range academic recovery plans; overseeing the development of record-keeping systems for faculty personnel records, student academic records and academic programs, and scheduling records; and maintaining all working files and records of the Academic Impact Unit.

### **University of Montana UM-EOC Management Team (UM-EMT)**

The UM-EOC Management Team is defined as any and all personnel assigned a function in the UM-EOC as Primary or Backup. (The list of all position titles expected to be assigned a function in the UM-EOC will be located under the Emergency Support Function Annexes.) The UM-EMT is responsible for directing UM resource support of emergency response operations and maintaining continuity of critical business functions on campus. It is responsible for the welfare and security of campus at large beyond the bounds of the immediate emergency location, which is established by the Incident Command under its direct control. The team lays the groundwork for implementation of business recovery and resumption of normal activities. UM-EMT is broken into two staff groupings: "Command Staff" and "General Staff."

#### UM-EOC Manager

The UM-EOC Manager will be designated by the President. Typically, this is the Emergency Management Director. This position is responsible for overseeing coordination of the UM-EOC Management Team's activities during an emergency and ensuring it functions efficiently and effectively in support of the Incident Command while maintaining continuity of the campus operations to the greatest extent feasible.

Specifically, the UM-EOC Manager will provide scheduled, periodic operational briefings to the UM-EMT Section Chief leaders based on current information received from the UM-EOC Liaison on the status of the emergency. Then, in collaboration with the Incident Command and the UM-EMT Section Chiefs, the UM-EOC will identify operational objectives to protect the campus community and support emergency response operations, coordinate the identification and assignment of resources to meet objectives and track operational objectives/action items to ensure completion and/or subsequent modification.

#### Command Staff

This is the assigned University personnel who report directly to the Incident Commander, including the UM-EOC Manager, Public Information Officer, Safety Officer, Liaison Officer and other positions as required. They may have an assistant or assistants as needed.

#### **Liaison Officer Succession of Authority**

Typically, the Vice President for Administration and Finance serves in this capacity. The following succession of authority applies if this position is unavailable:

1. Provost and Vice President for Academic Affairs
2. Vice President for Enrollment Management and Student Affairs
3. Police Chief, UM Police Department

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### 4. One of their designees

#### Public Information Officer (PIO)

The Public Information Officer (PIO) develops UM communications to internal and external stakeholders. The PIO is responsible for interfacing with the public and media. The PIO develops accurate and complete information on the incident's cause, size, current situation, resources committed and other matters of general interest. This includes updates on tactical response-related information, as well as UM operations undertaken to ensure the welfare of the campus at large. The PIO will take the lead role in ensuring information shared with public entities is accurate, timely and consistent.

Typically, the PIO will be UM's Director of Communications and will be located at the Incident Command Post during an emergency. The PIO will collaborate closely with the University Relations Communication Manager (or designee), who will report immediately to the scene of the emergency to help work with the news media. The PIO also will be in regular communication with the Incident Commander regarding the status of emergency response operations and the UM-EOC Management Team Liaison as necessary to receive input on UM-supported activities. The PIO and University Relations Communication Manager will be activated immediately upon notice of a Level 3 or 4 campus emergency, either by a UM Emergency Alert or direct notification from UMPD or a designee.

Based on the magnitude of the emergency and the subsequent response, the PIO or the Incident Commander may call for a Joint Information Center (JIC) to be activated, which includes PIOs from different emergency response agencies. The University PIO will determine the JIC location and assume a lead role. In a larger community event, the County will determine the JIC location and the University PIO will serve in more of a liaison role.

As warranted, the PIO or University Relations Communication Manager may schedule a news conference(s) at an identified Media Briefing Center to provide a coordinated release of information related to the emergency to news media. Representatives from emergency response agencies and UM may participate in these news conferences. The primary Media Briefing Center will be identified by the PIO, taking into consideration the logistics of the emergency incident.

#### Campus Communications Group (CCG)

The Campus Communication Group (CCG) is a cross-divisional team responsible for coordinating the flow of information about emergency events to the campus community, as well as to external stakeholders via the University Emergency Homepage and social media. The University Relations Communication Manager (or designee) serves as the CCG Lead.

Following the receipt of an UM Emergency Notification or as directed by the PIO or University Relations, the CCG will convene at a designated Campus Communication Center (CCC).

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At the direction of the PIO, the CCG will transition the UM Homepage from the normal format to the Emergency Home Page format. The CCG will be provided pertinent information regarding the emergency from the PIO and Emergency Management Team (via the WebCom software and the UM-EMT Liaison to the CCG). These sources of information will keep the CCG apprised of the status of the emergency. Status updates to the Emergency Home Page will include: updates about the emergency, University-supported efforts designed to care for the safety and well-being of the campus community, and business operational issues related to classes and other academic issues. The CCG Lead will approve all updates to the UM Homepage and confer with the PIO as deemed warranted.

The CCG will put into place a social media communications center, using University Relations and other UM Integrated Communications staff. This will allow UM to post information, pictures, maps or graphics as needed, to fully inform the campus and greater communities. The social media team will also monitor social media traffic, identify rumors and clear up misinformation.

The CCG may also be directed to disseminate certain information via other modes of communication, e.g. UM Mass Notification Alerts. Any UM Emergency Alerts that are disseminated by the CCG will be at the direction of UMPD and approved by the PIO. Local news media also can help get information to stakeholders. This is coordinated by the PIO and University Relations Communication Manager, with direction from the Liaison and UMPD.

### Emergency Call Center

The Emergency Call Center (ECC) is a facility designed to receive calls from the public during a campus emergency. The ECC will be staffed by pre-designated University personnel or volunteers who have been trained in emergency call center protocols. The activation of the ECC is at the discretion of the PIO, based on the magnitude of the emergency and the anticipated volume of calls from parents and other interested parties. The activation of the ECC and (pre-designated) phone number will be publicized by the Campus Communication Group via the UM Homepage and UM social media accounts.

The Primary and Secondary locations for the call center have been identified and are available on the protected version of the EOP. A phone system will be developed to support a call center operation and will be activated as soon as the CCG has been given the go-ahead by the PIO to open up ECC phone lines. A CCG Lead is designated and will coordinate all activities in the ECC. Primary staffing of the ECC positions is to be developed. Other units may also be pre-identified to staff ECC as needed. The ECC will primarily rely on a unified message from a script with predesigned messages or messages built by the PIO to answer questions and ensure a unified message is being given. The ECC Lead also may contact the PIO or the CCG Lead for additional or updated information, clarification of information or to communicate significant feedback from callers that the Lead believes may be pertinent to the University or emergency response organizations.



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## Safety Officer

The Safety Officer is a member of the Command Staff responsible for monitoring incident operations and advising the UM-EOC Manager on all matters relating to operational safety, including the health and safety of emergency-responding personnel. The Safety Officer acts as the safety officer for the University to identify hazardous situations; serves as a resource to internal departments and external agencies on issues of environmental, chemical, fire, radiological, biological and public health during all emergency incidents; develops and maintains standard operating procedures and response protocols for biological, radiological, chemical and related incidents; works with the Incident Commander at the ICP or the UM-EOC; and provides guidance during incident recovery.

## General Staff

The University Emergency Management personnel who report to the UM-EOC Manager consist of an Operations Section Chief, a Planning Section Chief, a Logistics Section Chief and Finance Section Chief.

The UM-EOC Management Team (Command Staff and General Staff) will consider the implications of the disaster or emergency and communicate to the Liaison Officer from the Policy Group. Each participating department, section or function is responsible for documenting all activities and expenditures associated with the discharge of his/her emergency functions and retaining documents associated with these activities during the response.

### *Operations Section Chief*

The Operations Section Chief is a member of the General Staff responsible for management and coordination of all tactical support operational functions. The Operations Section Chief will ensure that all necessary operational functions have been activated and are appropriately staffed. The Section Chief reports directly to the UM-EOC Manager, ensures that the operational objectives and assignments identified in the Incident Action Plan are carried out effectively, ensures the planning section is provided with situation and resources information, and conducts periodic operations briefings for UM-EOC as required or requested. The Operations section includes subordinate branches, divisions and units that are responsible for staging, medical, facility infrastructure, HazMat, police/security and business continuity. Individuals serving in this role should have completed the FEMA All-Hazard Type 3 Operations Section Chief Training.

### *Planning Section Chief*

The Planning Section Chief is a member of the General Staff responsible for collecting information from a variety of sources, monitoring, evaluating and disseminating information relating to the response effort, as well as preparing and updating internal UM-EOC information and map displays. This Section Chief exercises overall responsibility for the coordination of planning section activities and oversees the planning meetings and develops a 24-hour Incident Action Plan, a seven-day action plan and recovery projections. Planning will collect and process internal UM-EOC documentation and prepare advance planning information as necessary. The Planning Section Chief reports directly to the UM-EOC Commander and ensures that technical

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support services are being provided to the various UM-EOC sections and branches while documenting and maintaining files on all UM-EOC activities. This Section Chief is responsible for collecting, analyzing and displaying situation information, preparing and distributing the UM-EOC incident Action Plan and periodic situation reports. Individuals serving in this role should have completed the FEMA All-Hazard Type 3 Planning Section Chief Training.

### *Logistics Section Chief*

The Logistics Section Chief is a member of the General Staff responsible for procuring supplies, personnel, resource tracking and material support necessary to conduct the emergency response and to meet the internal UM-EOC operating requirements (e.g. personnel call-out, communication services, equipment acquisition, lodging, transportation, food, etc.). Incident and department requests directed to the UM-EOC will be channeled through the UM-EOC Operations Section. The Logistics Section Chief reports directly to the UM-EOC Manager. The Logistic Section Chief coordinates closely with the Operations Section Chief to establish priorities for resource allocation within the affected area and supervises the Logistics Section. Individuals serving in this role should have completed the FEMA All-Hazard Type 3 Logistics Section Chief Training.

### *Finance Section Chief*

The Finance/Administration Section Chief in the UM-EOC supervises and manages all financial, administrative and cost analysis aspects relating to the emergency response efforts. Initially the bulk of this work will be done in the UM-EOC but in later stages of the emergency, it may need to be accomplished at other locations. The Finance Section Chief ensures all financial records are maintained throughout the emergency such as: tracking time for all emergency response personnel, purchase order limits for procurement function in Logistics, and administrative support to all UM-EOC sections as required in coordination with Personnel. The Finance Section Chief ensures recovery documentation is accurately maintained during response and submitted on appropriate FEMA forms and other applicable forms. Individuals serving in this role should have completed the FEMA All-Hazard Type 3 Finance Section Chief Training.

## **Emergency Call-out Book/Alert Roster**

An emergency call-out book is designed to contain all emergency contact information for the Policy Group, UM-EOC Management Team and other critical Emergency Operations Section Staff. It will be located in the UM Police dispatch office, as well as a protected annex within the emergency plan. This information will be updated at least annually.

## **Liaison Officer**

Per the President, the Vice President for Finance and Administration has been delegated the liaison duties and is the designated authority who works on behalf of the Policy Group to communicate directly with the UM-EOC.

The Liaison Officer communicates incident information from the UM-EOC Manager to the Policy Group, initiates and maintains contact with the assisting public or private agencies, serves as the organizational point of contact for assisting public or private agencies (non-tactical) and assists UM-EOC Manager as directed.

## Recovery

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Once immediate lifesaving activities in an area are complete, the focus will shift to recovery of critical infrastructure, continuity of operations, meeting the basic needs of campus and returning to self-sufficiency and business as normal. The type and breadth of recovery activities will vary based on the nature and scope of the emergency. The recovery phase has several components: physical and structural recovery, business recovery, restoration of the academic-learning environment, and psychological and emotional recovery.

Decisions that contribute to the resolution of all four components of recovery will require support from campus leaders during the preparedness phase. Activities may include coordinating with the county, city, state or private sector to ensure restoration of critical services, including water, power, natural gas and petroleum, emergency communications and health care.

### **Physical & Structural Recovery**

A Damage Assessment Team will be designated consisting of campus personnel from safety and security, facility management, planning and construction, risk management, budget office, information technology and other area as needed. This assessment will evaluate physical and structural damage, assess the availability of housing, transportation and food services, and determine the degree to which equipment is functioning. This assessment will identify the effects to campus community physical assets and newly created vulnerabilities.

- Assessment of Structures (decisions of openings & closures)
- Assessment for Hazardous Materials
- Repairs
- Claims Recovery

### **Business and Administrative Continuity**

Continuity of Operations and Business Continuity Plans are activated to restore administrative and business functions in a timely manner. Deans, directors and department heads will prepare Business Continuity Plans that identify critical functions and staff to maintain essential functions during emergency operations.

### **Resumption of Academic Learning**

The Policy Group, with the assistance of the Academic Impact Unit and the UM Emergency Management Team, will begin initial recovery planning and will be responsible for restoring the learning environment. This may involve relocating students, conducting classes in alternative locations, implementing online learning and implementing temporary academic and financial procedures. The Policy Group via the PIO must communicate these decisions and next steps to the campus community and to news media.

### **Emotional and Mental Recovery**

Mental health resources will be provided to students, faculty and staff as appropriate to promote psychological and emotional recovery.

## Deactivation, Demobilization & Plan Reassessment

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After the incident is controlled and the need for tactical resources lessens, the Incident Commander with the assistance of the University Emergency Management Team (UM-EMT) will begin to monitor the number of support and management staff assigned. Deactivation requires two key functions:

- Demobilization of Response Units (General Staff Sections)
- Documentation of Incident (i.e. After-Action Reports)

The Planning Section oversees the preparation of the demobilization planning and collection of incident documentation.

### Demobilization of Response Units

The Incident Commander meets with Section Chiefs to develop a demobilization plan for the General Staff Sections. Section Chiefs are responsible for overseeing the demobilization of their respective sections.

Nonexpendable resources should be accounted for and resources returned. Resources should be restored to functional capability and broken and/or lost items should be replaced. Accounting should itemize expendable resources used. Reimbursements for expendable items used should be accounted for, and all remaining items should be returned or restocked for a future potential emergency.

### Documentation of the Incident (Incident Debrief and After-Action Report)

After the incident has been resolved, an After-Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned. The after-action review occurs immediately after the incident or exercise. The format of the After-Action Report is the combination of a presentation of the events and actions taken during the event along with a group discussion about those events and actions. The After-Action Report serves as the basis to evaluate:

- If the incident/exercise objectives were on target and were achieved.
- Training and staffing deficiencies.
- Necessary upgrades and corrections to all plans, protocols and procedures.
- If additional interagency coordinating is required for effective emergency response.
- Necessary upgrades or corrections to communications, equipment or other resource needs.

The AAR is developed by the Planning Section after gathering information from the members of the UM-EMT and other response members. The AAR is then forwarded for review to all incident/exercise participants. Once all the inputs have been collected, the final report will be forwarded to the Emergency Management Advisory Committee. The AAR will serve as the official record describing the incident and the University's response efforts. The lessons learned will be used to update the EOP at the earliest date and will be incorporated in future training exercises.

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Additional documentation required for insurance, FEMA and disaster assistance purposes will be organized by the Finance Section.

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## Training and Exercises

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This section describes UM's planning efforts to develop a trained and competent staff able to operate and support the UM-EOC and fulfill the responsibilities identified in the Emergency Operations Plan. This EOP, together with a staffed and fully capable UM-EOC, provides a critical element of the overall emergency management effort and the ability to provide acceptable levels of protection and assistance to the campus community. The department assigned with the responsibility of the Emergency Management Program will be responsible for ensuring that staff members involved in the UM Incident Command System are adequately trained.

The University Emergency Manager will be responsible for the overall development and implementation of the program. This program shall include a formal, documented training program and records of training. The Emergency Management Program will provide opportunities for campus personnel with response roles to receive training on UM's Incident Command System. In addition, UMPD will put together a team to work with individual UM departments and units upon request to provide individual preparedness training sessions. The Emergency Manager will keep a record of personnel who have received emergency management related training. The department should conduct an annual workshop to create training and exercise plans based on the contents of this plan.

Each year the Emergency Management Program will conduct up to two table-top exercises for the University Emergency Management Team. In addition, every other year, the University will participate in either a functional or full-scale exercise. The Basic EOP and/or one of its annexes will be used in at least one of the annual exercises. These exercises are considered an opportunity for specialized training related to the threats confronting campus. All exercises will include an After-Action Report.

The University Emergency Manager will be responsible for arranging and providing appropriate training to those individuals expected to participate in the implementation of the plan and function in the Incident Command System. ICS-300, ICS-400 and EOC/IMT position-specific trainings are scheduled through Montana Department of Military Affairs Disaster and Emergency Services or with the assistance of Missoula County Department of Emergency Services and conducted in a classroom setting. Other NIMS/ICS courses listed below are available online.

### **Recommended Incident Management Training:**

All University faculty and staff personnel who might be involved in an emergency incident role should take the basic NIMS/ICS training provided by DHS/FEMA. At a minimum this should include:

- **IS-700.a NIMS an Introduction**
- **IS-100.HE Introduction to the Incident Command System, ICS-100, for Higher Education**
- **IS-800.B National Response Framework, An Introduction**

University administrators or department supervisors who anticipate being first responders or who may have a role in the Incident Command or General Staff of the Emergency Management Team for UM emergency incidents should also complete higher level NIMS/ICS courses at the earliest available opportunity:

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- **IS-200.b - ICS for Single Resources and Initial Action Incidents**
- **IS-200.HCa Applying ICS to Healthcare Organizations (For University Health Services personnel)**
- **ICS-300**
- **ICS-400**

Faculty or staff who could be assigned to the UM Emergency Operations Center are recommended to accomplish the following training courses online:

- **IS-701.a NIMS Multiagency Coordination System (MACS) Course**
- **IS-702.a National Incident Management System (NIMS) Public Information Systems**
- **IS-703.a NIMS Resource Management Course**
- **IS-704 NIMS Communications and Information Management**

For any questions on how to take the online training courses listed above or on how to register for ICS-300 or ICS-400, contact the office of Environmental Health and Risk Management at 406-243-4503.

## Plan Review and Maintenance

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The University of Montana Emergency Operations Plan will be a living document that will change according to situations and circumstances at the University. The Emergency Management Advisory Committee will ensure that the EOP remains current and functional.

A formal review of the EOP by the committee will occur annually. The President will promulgate the revised plan.

The EOP will be updated as necessary based upon deficiencies identified by the drills and exercises, changes in organizational structure, facilities, technological changes, etc. Approved changes will be incorporated into the EOP and made available on-line. The Emergency Manager will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the EOP and function in the University Incident Command System.

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