

EMERGENCY OPERATIONS PLAN

FOR THE BOZEMAN CAMPUS | MAY 2014



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ACRONYMS

ADA	Americans with Disabilities Act
AHAD	All Hazard All Discipline
A&F Div	MSU Administration & Finance Division
CBRNE	Chemical, Biological, Radiological, Nuclear or Explosive
CERT	Community Emergency Response Team
CIO	MSU Chief Information Officer
CMT	Crisis Management Team (MSU)
DES	Disaster & Emergency Services (Montana)
DHHS/CDC	U.S. Department of Health & Human Services/Centers for Disease Control & Prevention
DNRC	Montana Department of Natural Resources
ECC	Emergency Call Center
EMC	Emergency Management Committee (MSU)
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
IC	Incident Command/Incident Commander
ICS	Incident Command System (US/National)
IRG	Institutional Response Group (MSU)
ITC	MSU Information Technology Center
LEPC	Local Emergency Planning Committee
MOU	Memorandum of Understanding
MSU PD or UPD	MSU/University Police Department
NIMS	National Incident Management System
PIO	MSU Public Information Officer
SCIP	(Montana) Statewide Communications Interoperability Plan
USFS	US Forest Service
VHF	Very High Frequency
VPAF	MSU VP for Administration & Finance

SECTION 1: INTRODUCTORY MATERIALS

A. PROMULGATION STATEMENT

As articulated in the university’s Emergency Management Policy (<http://www2.montana.edu/policy/emergency/>) Montana State University (MSU) is committed to protecting the lives, safety, and welfare of its campus and community members; protecting and preserving its intellectual property, physical assets and facilities; establishing requirements for tasked organizations to develop plans and execute annual training exercises; and ensuring the continuity of operations of essential services.

This Emergency Operations Plan (EOP) provides a framework in which MSU, along with its officials, units, departments, offices, and campus community, can work to prevent, prepare for, respond to, and recover from the effects of emergencies and disasters. Recognizing the impracticality of developing and maintaining individual plans for every possible emergency, this EOP provides general guidelines for responding to emergency events by activating decision processes, gathering decision-makers, and marshaling resources to address University emergencies. This EOP is intended to be a dynamic document that establishes a framework to guide effective response to emergencies, minimizes the impacts of emergencies, maximizes the effectiveness of university resources and that is scalable, flexible, and adaptable enough to apply to a broad range of emergencies.

This EOP was prepared under the guidance of the MSU Emergency Management Committee (EMC) and identifies institutional resources and responsibilities that may be called upon to provide support in the case of an emergency. The plan will be reviewed periodically by the EMC and revised or updated as deemed appropriate. The Emergency Management Coordinator, working under the direction of the AVP for University Services and the general guidance of the Emergency Management Committee is authorized and responsible for implementing and updating this plan. In the absence of the Emergency Management Coordinator, the AVP for University Services is authorized to make necessary changes to the plan as needed.

B. APPROVAL AND IMPLEMENTATION

Executive authority for Emergency Management at MSU resides with the President or the president’s appointed delegate. This EOP was prepared by MSU to develop, implement, and maintain a viable all-hazards response capability and to establish a comprehensive approach to providing consistent, effective, and efficient coordination across a broad spectrum of emergency response activities.

All agencies, colleges, and departments on the Bozeman campus under MSU jurisdiction shall abide by and cooperate fully with the provisions described and referenced herein when called upon to execute the plan. Any or all parts of the plan may be activated based on the specific emergency as decided by university leadership.

This plan may be activated by those with the assigned authority within this plan as necessary to respond to any emergency or as required in the presence of a local, regional or national event.

This EOP and its supporting contents and referenced materials are hereby approved and supersede all previous plans and supporting materials. This EOP shall be effective immediately upon execution of all signatures below.

APPROVED:

/s/
Tara T. Moore
Emergency Management Coordinator

5/13/2014
Date

/s/
Robert V. Lashaway, AVP
University Services

5/13/2014
Date

/s/
Waded Cruzado, President
Montana State University

5/19/2014
Date

/s/
Terry J. Leist, VP
Administration & Finance

5/15/2014
Date

SECTION 2: PURPOSE, SCOPE, SITUATION & ASSUMPTIONS

A. PURPOSE

The EOP describes the university's emergency response organization and assigns responsibilities for various emergency tasks. The EOP framework enables the university to manage cascading impacts and multiple incidents and to develop the understanding necessary to prevent or mitigate subsequent events. The EOP also authorizes MSU entities to act quickly in an emergency and to work in conjunction with local, state, and federal emergency agencies as required to provide support to or accept support from those agencies during an emergency. The EOP provides a structure for coordinating preparedness, response, and recovery efforts by MSU personnel and resources.

The EOP is a collection of dynamic components rather than a single document. These components include the basic plan, a set of plan appendices and eventually a series of functional and hazard-specific annexes. Together, all of these components coordinate to form a unified EOP, which can be employed in its entirety or in part to respond to and manage emergencies that may impact MSU.

The *BASIC PLAN* provides the overarching framework for emergency management activities at MSU. It details how MSU will prepare for and manage emergencies from an organizational and administrative perspective. The elements described in the *Basic Plan* are intended to be flexible for implementation during any hazard that may affect the university.

The *PLAN APPENDICES* document how the plan is distributed and revised over time, the emergency management structure and organization at MSU and other important information.

The *FUNCTIONAL ANNEXES* detail the actions and responsibilities anticipated in specific functional areas that may be activated in response to an emergency. The *Functional Annexes* are intended to supplement the *Basic Plan* by identifying roles and responsibilities in terms of specific functions that may be necessary to support an emergency response requiring use of this EOP. Functional Annexes expand upon, but do not repeat, information contained in the *Basic Plan*.

The *HAZARD-SPECIFIC ANNEXES* detail specific actions and responsibilities university departments and external partner agencies and organizations may take in response to specific types of hazards or situations that may affect MSU. These annexes are intended to supplement the *Basic Plan* and *Functional Annexes*. Included in the *Hazard-Specific Annexes* are considerations applicable to the identified hazard or threat beyond the general actions identified in the EOP *Basic Plan* and/or *Functional Annexes*. Hazard-Specific Annexes are intended to be developed for types of emergency situations for which MSU is at the greatest risk or has the highest probability of encountering.

B. SCOPE

This EOP is designed to address natural and human-caused hazards that could adversely affect the university. It covers the full range of complex and constantly changing requirements in anticipation of or in response to threats of or actual disasters and emergencies. It describes the fundamental policies, strategies, and general concept of operations to be used to control the emergency or disaster from its onset through the recovery phase.

This EOP applies to all MSU-owned property and assets within Gallatin County and to all university personnel participating in mitigation, preparedness, response, and recovery efforts. This EOP is also recognizes external partner agencies and organizations that may be requested to provide assistance or conduct operations in the context of actual or potential emergencies at MSU. Since an incident or event affecting MSU may also impact the surrounding community, the EOP shall also support the emergency efforts of Gallatin County and the City of Bozeman.

It is the responsibility of all MSU department personnel to read and understand the EOP; to integrate their departmental procedures and emergency management activities in support of the EOP; and to participate in training exercises. The Emergency Management Coordinator is available to assist, consult, and help coordinate emergency operations planning at the college, department or unit level upon request.

The EOP outlines the expectations for university personnel; roles and responsibilities; direction and control systems; internal and external communications; and training and maintenance of the Plan.

C. SITUATION OVERVIEW

Due to its geographic location, high-profile status as a research intensive higher education institution, and the breadth and scope of functions it performs, MSU is vulnerable to a variety of hazards, which could cause complex emergency situations. Various hazards and resulting emergencies pose potential threats that could disrupt the university's mission, operations, and reputation.

Taking into consideration the many unique elements of the university, this EOP was developed to address emergency preparedness through prevention, protection, mitigation, response, and recovery; and, it outlines, authorizes, and implements the university's structure for coordination activities during all phases of an emergency using an all-hazards approach. Experience shows that when an organization has a clear plan and protocols in place and follows them in a crisis, they are less likely to panic, to omit key people from the process, to miss important steps in the organizational response, to waste time, or to make rash judgments in the moment when nerves are frayed, people are overstressed, or tensions are running high.

MSU will work to protect life, property, and the environment from the effects of emergencies by providing a holistic, resilient approach through prevention, protection, mitigation, response, and recovery efforts. While developing programs and activities in these areas, the university will incorporate principles described in the *National Preparedness Goal* and associated frameworks articulated by FEMA, and preparedness will occur within the five mission areas outlined in *Homeland Security Presidential Policy Directive (HSPD)-8: National Preparedness*: prevention, protection, response, recovery, and mitigation.

Overall preparedness activities consist of actions that will improve or enhance emergency response such as training and exercises. MSU will prepare for emergencies by creating and maintaining emergency plans and procedures to accomplish the tasks associated with an emergency response. Plans and procedures will allow MSU departments and offices to integrate their individual capabilities into the university-wide emergency response and recovery effort. Departments and offices will validate their readiness for an emergency through internal drills and participation in university and community exercises and training. The City of Bozeman and Gallatin County will also be encouraged to participate in university exercises. Exercise results will be documented and recommendations implemented to improve the university's preparedness for an emergency. The university will revise this EOP based on ongoing planning and the results of exercises.

MSU, the state's largest university, is located within Gallatin County and partially within the city limits of Bozeman. MSU's students, faculty, staff and visitors comprise a daily population of 14,000 to 18,000 throughout the academic year. Special events can attract from 6,000 to 20,000 spectators on a regular basis.

MSU consists of approximately 60 major buildings including academic buildings, residence halls, research buildings and sports facilities which comprise over 4.5 million sf with a total replacement value of over ~\$1 billion. Central campus utilities are served through an underground utility tunnel network comprised of ~8,000 lineal feet of main and lateral tunnels. MSU owns, operates, maintains and distributes its own utility systems including primary electricity, natural gas, steam and condensate, water and sewer, and communications and data systems.

MSU's residence hall facilities and other campus housing serve ~4000 on-campus residents. MSU constituents include a mix of Montana residents, out of state students, international students and an increasing American Indian student population.

Organizationally, MSU consists of over 100 individual departments and business entities, each having specific roles vital to the instructional, research and residence functions of the university. As the state's Land Grant institution, MSU's agricultural and outreach missions impact the entire state both economically and culturally. MSU is one of the top 100 research institutions in the country with annual research expenditures in excess of \$100 million.

MSU is situated on ~950 acres of land at 4900 ft elevation in a seismically active area of the northern Rocky Mountains approximately 60 miles north of Yellowstone National Park. Weather exposures range from potentially severe cold and heavy snowfalls in winter to summer highs in the low 100's with potentially severe thunderstorms with high winds and hail. Most of the occupied areas of campus are outside the 100-year flood zone and not susceptible to flooding.

MSU is bordered on the north and east by residential areas of the city of Bozeman and on the west by more open agricultural uses that are slowly transitioning due to increasing development. Area interstate highways, railroads, and rivers are several miles north of the campus. The Bozeman Yellowstone International Airport, serving both scheduled carriers and private aircraft, is located 10 miles to the northwest and major approach/departure routes do not cross over the university.

MSU operates its own statutorily authorized police department comprised of 20 state-certified, sworn personnel, on a 24/7/365 basis. MSU PD operates the campus 911 center. MSU maintains a Mutual Aid/MOU with the City of Bozeman which authorizes MSU PD to operate within all city jurisdictions. Other local law enforcement resources include Bozeman City PD, the Gallatin County Sheriff's Office, Montana Highway Patrol, and several regional federal agencies. MSU is served by City of Bozeman Fire Station #2, located approximately 1.5 miles from the campus core. Bozeman Deaconess Hospital, located approximately 3 miles east of campus, serves MSU, the surrounding community and the region.

MSU is dependent on outside agencies for resources such as City Fire Department services; critical public utilities; mass care and hospital emergency services; CBRNE detection, remediation and disposal; and, special tactical response needs.

D. PLANNING ASSUMPTIONS

MSU's EOP is based on the following planning assumptions and conditions:

- incidents will typically be handled at the lowest level possible – e.g., organizationally, jurisdictionally, geographically, etc.;
- in many cases, MSU PD will assume Incident Command responsibilities, depending on the type of emergency. Incident management activities will be conducted in accordance with the National Incident Management System, as adapted to meet MSU's specific environment;
- it is possible for a major disaster to occur at any time and any place in or near the university. While in some cases, timely dissemination of warnings and increased readiness measures may be possible, many disasters occur with little or no warning;
- university officials and representatives recognize and understand their responsibilities for the safety and welfare of students, faculty, staff and visitors; and they embrace their responsibilities in the implementation of this EOP;
- any employee of MSU may be tasked by this EOP and is obligated to respond accordingly;
- MSU employees tasked with MSU emergency responsibilities may need to attend to the immediate safety of their own families in the early stages of a wide spread emergency;
- external resources can be requested to assist the university if the nature of the incident goes beyond or overwhelms the capacity of MSU's resources;
- local emergency response resources, including City of Bozeman police and fire support, will be available in emergency situations affecting the university; although in a community-wide disaster, those resources may be constrained;
- effective implementation and proper understanding of this EOP through periodic training and exercises will enhance MSU's ability to respond during an emergency;
- hazardous conditions may continue for some time following a major disaster thereby increasing the risk of casualties or fatalities;
- emergencies on the MSU campus may invoke responses from multiple departments and agencies including, but not limited to: University Police; Office of Emergency Management; Safety & Risk Management; Facilities Services; Auxiliaries Services; Communications Services; Counseling Services; private sector first responders; and appropriate city, county, state and federal agencies;
- the Swingle Student Health Center is a student-funded, ambulatory care facility with no emergency room and is not equipped to receive casualties from a major incident. While some health professionals from the Student Health Center might be able to respond to an incident, casualties will be transported to Bozeman Deaconess Hospital;
- depending on the type of threat or emergency, it is possible that any combination of the following consequences may be encountered:
 - Death, injury or illness of people and/or animals;
 - Interruption or disruption of area transportation services; communications networks; university business activities; and/or utilities and other essential services;
 - Convergence of large numbers of people at incident scenes, central locations, shelters, etc.;
 - Support for people requiring evacuation, shelter, feeding, or other emergency assistance;
 - Contamination of food and/or water sources;
 - Potential for civil unrest or disorder, including looting, riot/mob behavior, violence, etc.;
 - The need for university response personnel to tend to the immediate needs of their own families in the initial stages of a major disaster affecting the community; and
 - Significant structural damage and continuing associated risks.
- daily operations that do not contribute directly to the university's response to an emergency may be suspended for the duration of any emergency and those operational resources may be re-directed to support the emergency response;
- during an emergency, the university should expect to receive a high volume of communications seeking information regarding the welfare of students and employees from concerned parents, relatives, spouses, friends, etc., as well as news media. A significant surge in the number of emails and phone calls could quickly exceed system capabilities; and
- MSU will comply with the Americans with Disabilities Act (ADA), which requires that emergency procedures enable people with disabilities to evacuate and participate in all emergency and disaster-related programs together with their service animals.

SECTION 3: CONCEPT OF OPERATIONS

A. GENERAL

MSU acknowledges that the responsibilities and functions performed during an emergency must be incident-specific, therefore, this EOP is based on the all-hazards approach and is flexible in that individual elements of the plan or all elements of the plan may be activated based on the specific emergency/incident and the decisions of senior university leadership.

MSU's EOP outlines actions and procedures for managing a broad range of emergencies or crisis events – it does not prescribe specific actions to be taken in response to specific emergency situations. This EOP is expected to be activated whenever an emergency situation:

- goes beyond the capacity of routine departmental response procedures, requiring sustained response and/or institutional level strategic/policy support; or,
- significantly impacts multiple campus constituencies; or,
- may threaten the health, safety or welfare of campus constituents; or,
- has the potential to disrupt the university's business, programs or activities; or,
- could have a negative impact on the university's physical assets; or,
- could negatively impact the credibility or reputation of the university.

B. AUTHORITY TO MAKE DECISIONS IN AN EMERGENCY

The following positions are authorized to declare a campus emergency, to determine operational priorities and personnel assignments required to facilitate emergency operations and to activate the EOP in total or in part. This list also represents the succession of decision-making authority and operational control for continuity of operations.

- The university President
- The Provost/VP for Academic Affairs
- The VP for Administration & Finance
- The AVP for University Services
- The Chief of the MSU Police Department
- The Emergency Management Coordinator

Any decision to close the university must be made by the Commissioner of Higher Education after consultation with the university president.

C. EMERGENCY OPERATIONS PRIORITIES:

1. Save lives and protect the health, safety, and welfare of all campus constituents including responders and recovery personnel.
2. Ensure security of the university and restore a sense of order.
3. Protect and restore critical infrastructure and key resources.
4. Conduct law enforcement investigations as required to resolve the incident, apprehend perpetrators, and collect and preserve evidence for prosecution and/or attribution.
5. Protect property and mitigate damage and impacts to individuals, the community and the environment.
6. Facilitate recovery of individuals.
7. Facilitate recovery of operations.
8. Protect the university's credibility and reputation.

D. KEY ELEMENTS OF EMERGENCY PLANNING

MSU recognizes the five key elements of Emergency Planning as noted herein. While it is not appropriate to address every element within the EOP itself, MSU expects to develop guidance for each element in the future. The five key elements and their relationship to this EOP include:

- **Prevention:** Actions taken to avoid or stop an incident from occurring, including deterrence operations and surveillance.
- **Protection:** Actions taken to secure the university against natural and human-caused disasters.
- **Mitigation:** Activities which reduce the probability of a disaster occurring or reduce the damaging and long-term effects of unavoidable emergencies.
- **Preparedness:** Activities that develop and strengthen the response capabilities needed to effectively respond to an emergency. *This EOP addresses preparedness through planning and establishing training for both response personnel and university leadership, and the use of exercises to reinforce training and to test capabilities.*
- **Response:** This EOP establishes the organization, structure and actions to be carried out to effectively respond to an emergency.
- **Recovery:** Short-term recovery operations seek to restore vital services to the university and long-term recovery focuses on restoring the university to its normal, pre-disaster (or an improved) state of affairs. Recovery also encompasses business continuity planning.

E. LEVELS OF EMERGENCY RESPONSE

MSU classifies emergency responses into three (3) levels of response according to increasing severity. The severity level of an incident may increase or decrease during the course of the incident and response activities, requiring the level of response to be adjusted. The severity of an incident is determined by the threat to the safety of the campus community and the ability of the university to handle the incident.

Level 1: Level 1 represents the least severe incidents which remain within the scope and capability of normal university response services without declaring an emergency and activating the EOP. Incidents may result in minor injuries or minor damage to university facilities, but affects a small, localized area of campus.

Level 2: Level 2 incidents require the response of several campus entities, coordinated through activation of the EOP and the IRG and may require partial or full activation of the EOC. Incidents may result in severe or multiple injuries; and/or major damage to university facilities; and/or a continuing threat to the campus community; may affect one or more areas of the university; may disrupt normal university operations and delivery of services; and may pose reputational or credibility risk to the university. The President may charge a CMT to advise during incidents that represent a significant reputational or credibility risk, but that do not require activating the EOC.

Level 3: Level 3 incidents require the response of multiple campus entities in concert with external agencies, coordinated through activation of the EOP with full activation of the IRG and the EOC. Such incidents are not localized to a single campus area and may affect the surrounding community; may result in major damage to the university or its facilities; may result in multiple casualties or fatalities; may result from an area-wide disaster; disrupt normal university operations and delivery of services; and may pose reputational or credibility risk to the university.

F. PLANNING FOR PEOPLE WITH SPECIAL NEEDS

- a. Comprehensive emergency management includes consideration and preparedness to accommodate people with special needs. Consideration for people with special needs will be incorporated into university and departmental level planning and response activities. Such planning will include meeting special needs for building evacuations, transporting, and sheltering people with special needs and appropriately accommodating service animals.
- b. MSU complies with the Americans with Disabilities Act (ADA), which states that emergency programs, services, activities, and facilities must be accessible to people with access and functional needs and may not use eligibility criteria that screen out or tend to screen out people with access and functional needs. ADA requirements include reasonable modifications to policies, practices, and procedures when necessary to accommodate persons with access and functional needs and to ensure effective communications with persons with access and functional needs throughout emergencies. The MSU Emergency Management Coordinator will work with the MSU Office of Disability, Re-Entry, and Veteran Services to appropriately address emergency plans and procedures in accommodating persons with access and functional needs.
- c. MSU has two operations that regularly work with pre-school aged children on campus – the ASMSU Day Care facility and the Child Development Center. The Emergency Management Coordinator will work these units to assure that appropriate plans are in place and are coordinated with this EOP.

G. EXTERNAL REQUESTS FOR ASSISTANCE

- a. Requests for law enforcement assistance should go directly to the MSU Police Department and are governed by MCA 44-11-101. Requests from the City of Bozeman are governed by the current MSU/City MOU.
- b. Requests for fire services should go either to MSU Police Department or to City of Bozeman Fire Department by calling 911. Fire Services are contracted annually per an MSU/City Agreement.
- c. Requests from external agencies for emergency support and/or university resources (for other than law enforcement assistance as noted above) should be communicated to the university Emergency Management Coordinator and forwarded to the AVP for University Services for concurrence. Commitment of university resources should be made with consideration for capacity, availability, duration, scope of the emergency, etc.

H. LOCAL ENTITIES & OUTSIDE AGENCIES

- a. When MSU activates its EOP or EOC, MSU's Emergency Management Coordinator will notify other local entities and outside agencies of the activation and the nature of the situation that caused the activation.
- b. When a local entity or outside agency activates their EOP or EOC, MSU's Emergency Management Coordinator will notify MSU's emergency response entities of the situation and be prepared to offer appropriate assistance to the entity.

I. LEGAL QUESTIONS/ISSUES

Legal questions/issues that arise during an emergency will be resolved by consulting MSU Legal Counsel; the legal counsel for the Office of the Commissioner of Higher Education (Montana); or the state attorney general's office.

SECTION 4: ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

This section provides an overview of the broad roles and responsibilities of faculty, staff and students and the key functions that external agencies may accomplish in support of an emergency at MSU. For details regarding the roles of key personnel/ departments during an emergency, see Functional Annex A.

A. FACULTY, STAFF & STUDENTS

Individual preparedness for faculty, staff, and students is critical to emergency operations and response at MSU. Faculty, staff, and students should become familiar with MSU emergency procedures, ensure they are signed up to receive emergency alerts from MSU, and create their own personal plans for emergencies. Employees should know their responsibilities within their departments/offices in an emergency and determine how to communicate with coworkers and families in an emergency. Students should follow the directions of faculty, staff and emergency personnel during an emergency and create a plan to communicate with their parents and families off campus. Residential students should follow the directions of Residence Life staff and emergency personnel in an emergency situation. All MSU personnel should follow the directions of emergency authorities. For assistance in creating emergency plans and kits, students, faculty, and staff can ask the MSU Emergency Management Coordinator for guidance.

B. EXTERNAL DECLARATIONS OF EMERGENCY

Emergency situations that may not originate at or directly affect MSU may be declared at the national level (by the president), the state level (by the Governor) or the local level (by the mayor). MSU may activate the EOP in support of such declarations.

C. EXTERNAL ASSISTANCE

External assistance for an emergency situation at MSU may be offered or arrive unannounced from any of the areas noted below. External offers for assistance will be referred to the Emergency Management Coordinator (or the EOC if activated) for determination whether or how to incorporate such resources into the emergency operation. Appendix H illustrates the roles of several potential external partners that may assist MSU in an emergency. Such assistance may include:

- external law enforcement agencies including, but not limited to, Montana Highway Patrol, City of Bozeman Police, Gallatin County Sheriff's Department, etc.;
- state agencies such as the Department of Transportation, Department of Agriculture, Department of Environmental Quality, Department of Labor & Industry, Fish Wildlife and Parks, Justice Department, Public Health & Human Services, Military Affairs/ National Guard, DNRC, etc.;
- federal agencies such as FEMA, Department of Justice/FBI, Department of Ag, DHHS/CDC, USFS, etc.;
- government-sponsored volunteer organizations such as Community Emergency Response Teams (CERT), etc.; and
- private-sector and volunteer organizations that assist with sheltering, feeding, services for persons with disabilities and disability advocacy groups, social services, health-related services, community and faith-based organizations, animal welfare and/or humane organizations, and business and industry offers for assistance.

SECTION 5: DIRECTION, CONTROL & COORDINATION

A. MSU'S EMERGENCY MANAGEMENT STRUCTURE

MSU's Emergency Management Structure includes the following elements:

- Administrative Responsibility for emergency management at MSU is illustrated in Appendix C. The university's **Emergency Management Committee (EMC)** is a cross-functional team of university leaders that forms an integral part of the administrative structure for emergency management and which reviews and advises emergency management processes, policies and procedures; recommends adoption to the president and the VPAF; and evaluates performance. The EMC, as a body, does not have an emergency response role and does not convene during an emergency. In addition to informing MSU's emergency management processes, policies and procedures from an overall institutional perspective and representing their functions within the EMC's responsibilities, members are also responsible for representing and communicating EMC activities to their constituencies;

- The **Institutional Response Group (IRG)**, as illustrated in Appendix D, is the senior administrative team charged with advising the president in developing the institutional strategy and overall guidance during an emergency or an incident with potential significant reputational risk to the university. During an emergency, *all* members of the IRG are expected to report in a timely manner to the University Police Conference Room in the Huffman Building or alternate designated location. After initial analysis of the emergency situation, members who may not be needed to advise or support the institutional strategy for that emergency may be released by the president. IRG responsibilities include:
 - evaluating the potential impacts of an emergency and determining courses of action relative to disruption and interruption of business continuity;
 - developing emergency-specific policies as needed;
 - addressing legal and political implications associated with an emergency;
 - determining business resumption priorities; and,
 - ensuring physical and financial resources needed to carry out emergency response functions.

The following individuals comprise the liaison between the IRG and other elements of the emergency management structure (e.g., CMT, EOC, ICS, outside agencies, etc):

- AVP University Services
- MSU Police Chief
- Emergency Management Coordinator
- **Crisis Management Teams (CMTs):** Crisis Management Teams, as illustrated in Appendix D, are established and charged by the President when needed to handle an incident or crisis that represents a significant institutional risk but that usually does not require activating the EOC. CMTs operate under the strategic guidance of the President or IRG and the supervision of a CMT Coordinator assigned by the President. A CMT (with other key individuals that have a specific connection to the situation) assembles relevant information about the crisis, engages subject matter expertise as required, keeps the President or IRG informed as the crisis evolves, and coordinates the resources required to address the crisis, and implements the recovery process;
- The **EOC Management Team** is also illustrated in Appendix D, and serves as the coordinating arm of the IRG by creating plans to implement strategies developed by the IRG; evaluating the incident as it unfolds; adapting tactics to match the scope and direction of the emergency; and operates in direct support of the IC. The EOC serves as the single point of contact for field emergency response operations and coordinates response efforts between on-scene responders and executive management. The EOC is located in the multipurpose room at the University Police Department in the Huffman Building.
 - A declaration of emergency is not required to activate the EOC. The decision to activate the EOC is based on demands of the incident or situation on a case-by-case basis with consideration for damage assessments, incident type and needs, location, escalation potential, complexity, etc. Individuals authorized to activate the EOC are as noted in Section 3.B.
 - When the EOC is activated, *all* members of the EOC Management Team are expected to report to the EOC in a timely manner and be prepared to fulfill their assigned roles or any of the other EOC roles as necessary. Roles within the EOC Management Team are delineated in Functional Annex C.
 - After initial team analysis, EOC Management Team members who may not be needed in their primary role may be assigned to support another role or be dismissed from the action.
- Incident Command (IC) is also illustrated in Appendix D, and consists of the on-scene resources and command structure required to handle the incident at the scene.

B. NIMS/ICS COMPLIANCE

MSU has adopted the National Incident Management System (NIMS) in accordance with Homeland Security Presidential Directive 5: Management of Domestic Incidents – as adapted to align with MSU resources. NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. Use of NIMS facilitates the university’s ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies.

Compliance with NIMS includes the use of the Incident Command System (ICS) and Multi-Agency Coordination Systems (MACS) for emergency response. ICS is the model tool and framework for command, control, and coordination of a response and provides a means to coordinate the efforts of individual university departments and units, as well as external partner agencies and organizations as they work towards the common goal of stabilizing an incident and protecting life, property, and the environment. MACS is a coordination process that supports ICS when a multi-agency and multi-jurisdictional incident response structure is activated and when an incident requires a comprehensive response from agencies across more than one jurisdiction.

C. EMERGENCY CONTACT LIST

The Emergency Management Coordinator will maintain and distribute the official Emergency Contact List, as prescribed by the EMC, to all pertinent university officials on at least a quarterly basis.

D. MULTI-JURISDICTIONAL COORDINATION

Multi-jurisdictional coordination will be facilitated through the MSU EOC. Representatives in the MSU EOC will maintain communication and coordination with the Gallatin County EOC, local hospitals, and the Incident Command Post(s). The MSU EOC will fulfill a communication and coordination role in identifying and addressing emergency issues and tasks requiring a multi-jurisdictional approach. Where necessary, MSU will participate in briefings conducted by the Gallatin County EOC and university operations will be congruent with Gallatin County plans and procedures when applicable. External resource requests will primarily be facilitated through communication with the Gallatin County EOC. Additionally, the university may send a representative to the Gallatin County EOC, if activated.

E. DEACTIVATION OF THE EOC

The EOC can be deactivated when the emergency situation has stabilized and diminished to the level that remaining operations are within the scope and capability of normal university response services. Deactivation of the EOC can be authorized by the same persons who have the authority to activate the EOC. All EOC positions will be responsible for effecting the transition of their area of responsibility back to day-to-day operational responsibility. The EOC Team Leader will ensure that all documentation is completed prior to deactivation. All documentation will be maintained by the university for a period of five (5) years following the activation of the EOC.

F. POST-INCIDENT ASSESSMENT

Following deactivation of the EOC and effective recovery of normal operations, at its earliest convenience but not longer than 60 days, the Emergency Management Coordinator will schedule a post-incident review for the EMC to assess the incident response and to identify key lessons for improving the university's preparedness and response to emergencies. The post-incident assessment process will document the incident and review actions taken and produce an improvement plan comprised of any identified corrective actions. The Emergency Management Coordinator will track the implementation of any changes in procedures, resources, training, etc., as recommended by the EMC.

The post-incident assessment is intended to examine the emergency response efforts and/or ensuing recovery efforts to improve operational readiness, update plans and procedures, and train or re-train personnel as needed. Investigations into the root cause of an incident are not the focus of this section. (Investigations into the root cause of an incident are important, but are the responsibility of other administrative processes.)

SECTION 6: COMMUNICATIONS

A. EMERGENCY COMMUNICATIONS SYSTEMS

During emergencies, communications between response units within the University and external agency responders utilizes methods and protocols as described in the Montana Statewide Communications Interoperability Plan (SCIP). In the long-term, SCIP aims to create a statewide, seamless, state of the art, public safety voice and data interoperability communications system through installation of a VHF P25 trunked radio coverage configuration. While initially expected to be completed in 2014, and currently operable in Lewis and Clark County, emergency responders in Gallatin County have experienced complications that have resulted in delayed implementation. Officials remain hopeful that they system may be functional by 2015.

MSU's existing communications network, consisting of telephone, computer, and radio facilities, serves the initial and basic communications needs for emergency operations. Landline circuits, when available, serve as the primary means of communication with other communication systems available for back up. Additionally, the university relies heavily on computer, web-based and cellular communications platforms for disseminating information to students and employees during and about emergencies. The University relies on computer list serves and a text-based cellular phone emergency notification system.

Regarding UPD communications, a common operating structure within our jurisdiction and across local jurisdictions provides the framework of our communications capabilities. This framework is made possible by interoperable systems to include VHF repeaters, a Digital Trunked Radio System, and simplex local, state and national mutual aid channels. Extensive communications networks and facilities exist throughout Gallatin County to provide coordinated capabilities for an effective and efficient response and recovery activities.

B. COMMUNICATIONS BETWEEN EOC, IC AND UPD

Upon establishment of an IC, information and resource requests are exchanged between first responders and UPD Dispatch. Upon activation of the EOC, which is collocated in the Huffman Building with UPD, information is shared and coordinated between the EOC and UPD directly. Information shared between the IC and the EOC may be forwarded through UPD dispatch or message runners, or may be shared directly via radio or phone.

C. MSU ALERT NOTIFICATIONS

Official campus alerts are issued through the multiple components of the MSU ALERT system, prepared and disseminated in accordance with protocols developed for use of the MSU ALERT system. (See Functional Annex D)

D. EMERGENCY HOTLINE

In the event of any emergency or natural disaster, information concerning the status of Montana State University will be available to students, faculty, staff, parents, and community members through the following emergency hotline number: 800-411-2287

E. PUBLIC RELATIONS/COMMUNICATIONS

With the understanding that information and circumstances change and evolve throughout the course of an emergency, the Executive Director, University Communications will provide - to the extent reasonably possible given the circumstances - appropriate, accurate, timely and consistent information about emergencies to the campus community, external stakeholders and public entities during an emergency. All information should be developed in consultation with the EOC Leader and the PIO. Such communications will be through the university web page and other dissemination channels as appropriate and include pertinent information such as the status/progress of the emergency, university response efforts, and business operational issues. University Communications has the specific and critical responsibility to maintain an active web presence for the university during an emergency.

F. COMMUNICATIONS WITH POLITICAL ENTITIES

Communications with political entities, such as members of congress, the state legislature, the governor's office, state department, etc., will be made/coordinated by or initiated through the university president's office.

G. COMMUNICATIONS INFRASTRUCTURE

The Information Technology Center, through its Chief Information Officer, is responsible for maintaining the operability of communications systems for the EOC in preparation for and during an emergency, e.g., maintaining wired and wireless connectivity for computer systems, internet access, telephone systems, etc.

SECTION 7: ADMINISTRATION, FINANCE & LOGISTICS

A. ADMINISTRATION

In order to create a historical record of emergency response activities to improve procedures and develop mitigation strategies, the EOC shall include a specifically designated position to document the actions taken during the emergency operation of the EOC. This responsibility should include the collection of incident command logs, action plans created during the emergency, internal and external entities involved, resources expended, etc. This information, when combined with the post-incident assessment, will form the official incident record.

B. FINANCE

While the finance section of the EOC is responsible to account for expenditures made through the EOC, the Administration and Finance Division is ultimately responsible for aggregating the overall costs incurred during an emergency that requires a substantial university response effort. This financial information should include expenditures made by entities (internal and/or external) in addition to the EOC, and will be made available to support reimbursement efforts, insurance claims, and inform future emergency budgeting, etc.

Expenditures will be tracked on forms as prescribed and provided by the Assistant VP for Financial Services to capture eligible costs for potential reimbursement. The Emergency Management Coordinator will inform responding agencies and local officials about the cost recovery process and how to document costs incurred during the response and recovery operations.

The A&F Division, and its Safety & Risk Management Department, working in collaboration with the state Risk Management & Tort Defense Division, is responsible for aspects of property and liability insurance coverage for MSU. Insurance considerations may influence disaster preparedness, mitigation, response, and recovery efforts.

C. LOGISTICS

The EMC will review and assess the university's hazard vulnerabilities, existing risks, internal response capabilities, potential external resources, and post-incident assessments in order to identify resource shortfalls and recommend appropriate resource levels. The EMC should also review the list of external/contracted resources that might be required during an emergency and recommend which risks should be addressed through contingency contracts to facilitate rapid emergency response.

Logistical considerations should also include support in an emergency for children and individuals with disabilities and their service animals.

The Animal Resource Center (ARC) houses a variety of animal species that support the goals of biomedical research. The ARC maintains a facility—specific emergency response plan which details how facility personnel, research technicians involved with animal care and use, and research investigators will respond to an emergency. The ARC Emergency Response Plan is summarized in Hazard-Specific Annex H.

SECTION 8: PLAN DEVELOPMENT, MAINTENANCE & TRAINING

A. PLAN DEVELOPMENT

Responsibility for development of this EOP, its appendices and supporting materials, resides with the Emergency Management Coordinator under the auspices of the EMC.

MSU followed the planning process outlined in FEMA's Comprehensive Preparedness Guide 101 (CPG 101) in developing this EOP. This process included:

- forming a collaborative planning team (the Emergency Management Committee);
- understanding the situation (creating a hazard vulnerability assessment);
- determining goals and objectives;
- developing the EOP;
- preparing, reviewing and approving the EOP; and,
- implementing and maintaining the plan.

The planning process included representatives of many stakeholders across the university. University Services led the planning process in conjunction with the EMC. Stakeholders provided input to the EOP through open sessions and were asked to review areas of the EOP for their specific roles and responsibilities.

To coincide with federal, state, and local standards, this EOP was written to be consistent with laws, regulations, and best practices, as described in Section 9: Authorities & References. Revisions to the EOP will go through the EMC. The EOP will be reviewed as noted in Section 8.C below and whenever needed following exercises and actual emergencies.

B. PLAN DISTRIBUTION

The Emergency Management Committee shall determine the distribution (and method thereof) for the EOP; however, the plan should be distributed to those individuals, departments, agencies and organizations tasked within the EOP. The plan should be readily available in the EOC. Distribution of the plan is the responsibility of the Emergency Management Coordinator and will be recorded in Appendix A.

- Internal distribution should include at least university vice-presidents, deans, assistant deans, directors and department heads.
- External distribution should include the Office of the Commissioner of Higher Education; City of Bozeman and Gallatin County Disaster Emergency Services units; City Police Department; and Gallatin County Sheriff's office.
- The Plan should be posted on the university's website for access by the public.

C. PLAN MAINTENANCE

The EMC will review this EOP and its appendices and supporting documents annually at the first quarterly meeting of the EMC. The Emergency Management Coordinator will seek input from appropriate units tasked in the plan prior to the EMC review meeting. All units tasked in the plan are responsible to provide updates and changes to the Emergency Management Coordinator prior to the EMC review meeting. The Emergency Management Coordinator will remain apprised of changes and updates in federal requirements. The EOP should also be reviewed by Disaster Emergency Services personnel from adjoining jurisdictions to avoid conflict with their EOP's and to provide comments. The Emergency Management Coordinator will record all major plan revisions in Appendix B.

Minor edits, revisions or updates do not require re-authorization of the plan; however, the plan and its appendices with accumulated revisions will be re-authorized under Section 1.B., at least every five (5) years.

D. TRAINING

Upon approval and implementation of the EOP (per Section 1.C), and no less than biennially, the Emergency Management Coordinator shall schedule sessions to train members of the IRG, EOC and other pertinent university administrators on requirements of the EOP. This training should also include an overview of NIMS and ICS as adapted to align with MSU's administrative structure and institutional resources.

All individuals assigned to fulfill EOC responsibilities (and at least one back up person per position) will receive training in ICS, the role of the EOP, functioning of the EOC, and a basic understanding of the responsibilities of other EOC sections. The emergency Management Coordinator will track this training requirement.

E. DRILLS & EXERCISES

In accordance with the MSU Emergency Management Policy, the Emergency Management Coordinator will schedule an annual table top training exercise to include the IRG, EOC, other pertinent university administrators, and representatives from external response agencies related to the specific exercise scenario. The table top exercise should increase familiarity and practical experience with the EOP, test critical response components of the EOC and confirm that personnel are adequately trained to perform their assigned duties. The exercise shall include a post-training assessment to document lessons learned for improving the university's preparedness and response to emergencies.

MSU will also conduct additional exercises, to include drills, functional exercises, and full-scale exercises, as necessary and according to MSU's Multi-Year Training and Exercise Plan. The Multi-Year Training and Exercise Plan also includes regularly scheduled drills, such as basic building evacuations (fire drills), emergency notification tests, and shelter-in-place drills, which are conducted as needed.

MSU will participate in exercises conducted by external partners, such as Gallatin County Emergency Management and law enforcement agencies, to include community-wide drills and exercises. MSU will also invite external partners to observe, participate in, and evaluate campus-specific exercises.

The Emergency Management Coordinator will conduct a post-training review, document identified corrective actions in an after-action report and improvement plan, and track the implementation of any changes in procedures, resources, training, etc.

Individual departments and other MSU entities tasked with responsibilities under this EOP are responsible for training pertinent personnel and maintaining appropriate preparedness to adequately respond during an emergency.

SECTION 9: AUTHORITIES & REFERENCES

A. AUTHORITIES

Primary authority for the EOP is derived from recommendation of the document by the EMC and approval by the university president. The approval letter is provided Section 1: Introductory Materials. The EMC is a university committee with responsibility for establishing university procedures related to emergency management.

Additional authority is contained in the Policy & Procedures Manual of the Montana Board of Regents of Higher Education. The manual requires each MSU campus to maintain "campus safety and security policies consistent with the federal requirements under

the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act” and states that “campus policies should contain provisions for cooperation with local emergency services personnel and for efficient, effective coordination of efforts with such personnel.”

This EOP uses the foundation provided by the Homeland Security Presidential Directive (HSPD)-5, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) to describe a comprehensive, all-hazards approach to emergency management at MSU. This EOP also adheres to Public Law 106-390, the Disaster Mitigation Act of 2000, and Homeland Security Presidential Policy Directive (HSPD)-8: National Preparedness. Additionally, the document was written in accordance with the safety and security requirements outlined in the Higher Education Opportunity Act of 2008.

This EOP also adheres to the National Preparedness Goal, which emphasizes preparedness as an overarching mission that guides the entire emergency management program by identifying five mission areas: prevention, protection, mitigation, response, and recovery. Each mission area is supported by several Core Capabilities, which are critical elements needed to reach success in achieving preparedness on the national level. This EOP allows for coordination with local, state, and federal government entities to move towards one goal of preparedness. At the institutional level, MSU will engage the university community to build and maintain a comprehensive culture of preparedness, using this EOP as a guide.

MSU also takes into account and complies with additional federal legislation that applies to higher education institutions, including the following:

- Higher Education Opportunity Act of 2008 (includes requirements covered by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act);
- Family Education Rights and Privacy Act (FERPA); and
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)

This EOP can be used in conjunction with other emergency operation plans including local, regional, and state plans and complies with county and state authorities pertaining to emergency management, operations, and response.

Ultimate responsibility for the protection of life, property, and environment as well as the preservation of health and safety of the university community rests with MSU. Besides this plan, authority for University Law Enforcement to respond to emergencies and to take protective actions to safeguard its community is set forth in the following directives:

- MCA 20-25-321 <http://leg.mt.gov/bills/mca/20/25/20-25-321.htm>; and
- Board of Regents Policy 1006 Security Operations <http://mus.edu/borpol/bor1000/1006.htm>

MSU also complies with the Americans with Disabilities Act (ADA), as described in Section 3: Concept of Operations.

B. REFERENCES

MSU created this EOP as a commitment to maintain a safe, secure, and disaster resistant and resilient university. In drafting this document, the university employed emergency planning guidance, best practices, and regulations at the local, state, and federal levels as well as higher education-specific sources. The following documents and sources were referenced during the planning process:

- Local: Gallatin County Emergency Management Plan;
- State: Montana Emergency Response Framework (MERF); and
- Federal:
 - FEMA Comprehensive Preparedness Guide (CPG) 101 Version 2; and
 - FEMA Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education

APPENDIX A

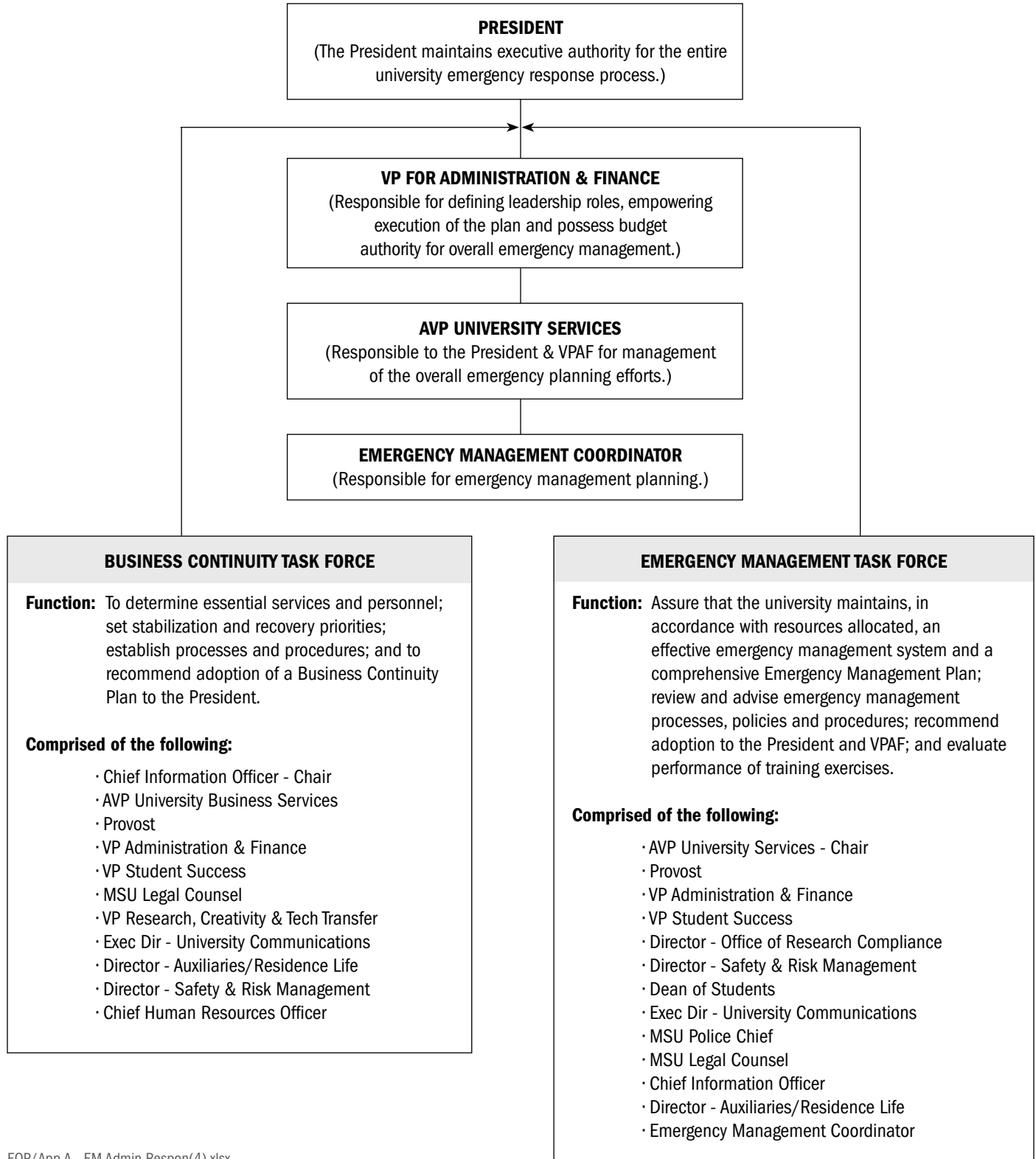
RECORD OF DISTRIBUTION

The table below contains a record of all offices, departments and agencies that receive copies of the approved MSU Emergency Operations Plan. In addition, the most current version of the EOP can be found online at www.montana.edu/emergency or may be obtained by contacting the MSU Emergency Management Coordinator.

DEPARTMENT/AGENCY/OFFICE	TITLE/POSITION	DATE/DEL	COPIES
MSU Office of the President	University President		
MSU Office of the President	Legal Counsel		
MSU Academic Affairs	Provost		
MSU Administration & Finance	VP Administration & Finance		
MSU Office of Student Success	VP Student Success		
MSU Research & Economic Development	VP Research & Economic Development		
MSU University Services	AVP University Services		
MSU Administration & Finance	AVP Administration & Finance		
MSU University Communications	Executive Director University Communications		
MSU Information Technology Center	Chief Information Officer		
MSU Police Department	Director/Chief of Police		
MSU Office of Emergency Management	Director/Emergency Management Coordinator		
MSU Office of the Dean of Students	Dean of Students		
MSU Safety & Risk Management	Director Safety & Risk Management		
MSU Auxiliary Services	Director Auxiliary Services		
MSU Facilities Services	Director Facilities Services		
MSU Student Health Service	Director Student Health Service		
MSU Office of Research Compliance	Director Research Compliance		
MSU University Communications	Director Web Communications		
MSU Auxiliary Services	Director Event Services		
MSU Business Services	Director Procurement Services		
MSU Residence Life/University Food Service	Chief Housing Officer		
MSU Facilities Planning Design & Construction	Director		
MSU Registrar	Registrar		
MSU Human Resources	Chief Human Resources Officer		
MSU Counseling & Psychological Services	Director Counseling & Psychological Services		
MSU Athletics	Director of Athletics		
MSU Dean of Students	Assistant Dean / Fraternity and Sorority Coordinator		
MSU Office of International Programs	Executive Director Office of International Programs		
MSU Disability, Re-entry, & Veteran Services	Director Disability, Re-entry, & Veteran Services		
Gallatin County Office of Emergency Management	Emergency Manager		
Commissioner of Higher Education	Commissioner		
Bozeman Police Department	Police Chief		
Bozeman Fire Department	Fire Chief		
Gallatin Valley Sheriff's Office	Sheriff		

APPENDIX C

MSU EMERGENCY MANAGEMENT ADMINISTRATIVE RESPONSIBILITY (Revised August, 2013)



APPENDIX D

MSU EMERGENCY RESPONSE ORGANIZATION CHART

The Emergency Management Coordinator will maintain active contact rosters for each of these groups.

<p style="text-align: center;">STRATEGIC</p> <p>INSTITUTIONAL RESPONSE GROUP (IRG)</p> <ul style="list-style-type: none"> · University President · Provost · University Legal Counsel · VP Administration & Finance · VP Student Success · Chief Information Officer · Executive Director - University Communications · VP Research, Creativity & Technology Transfer · IRG Liaison Group: <ul style="list-style-type: none"> · AVP University Services · MSU Police Chief · MSU Emergency Management Coordinator 	<p>The Institutional Response Group (IRG) is the senior administrative team charged with developing the institutional strategy and overall direction during a campus emergency, a natural disaster or an incident with potential significant reputational risk to the institution.</p>
<p style="text-align: center;">STRATEGIC/INCIDENT SPECIFIC</p> <p>CRISIS MANAGEMENT TEAM (CMT)</p> <ul style="list-style-type: none"> · Composition varies on an incident by incident basis as charged by the MSU President 	<p>A Crisis Management Team is established and charged by the President when needed to handle an incident or crisis that represents a significant insitutional risk that may not require activating the EOC.</p>
<p style="text-align: center;">TACTICAL/SUPPORT</p> <p>EMERGENCY OPERATIONS CENTER (EOC) MANAGEMENT TEAM</p> <ul style="list-style-type: none"> · Scribe · EOC Commander · Operations Section Chief · Planning Section Chief · Logistics Section Chief · Finance Section Chief · Public Information Officer · Safety Officer · Pertinent Building Supervisor(s) · Subject Matter Experts · IT/Web Support Person 	<p>The EOC Management Team serves as the tactical arm of the IRG by creating plans to implement strategies developed by the IRG; evaluating the incident as it unfolds; and adapting tactics to match the scope and direction of the emergency. The EOC Management Team serves as the single point of contact for field emergency response operations and coordinates response efforts between on-scene responders and executive management.</p>
<p style="text-align: center;">TACTICAL/ON-SCENE</p> <p>INCIDENT COMMAND</p> <ul style="list-style-type: none"> · On-Scene Incident Commander · Other On-Scene Emergency Response Resources e.g.: <ul style="list-style-type: none"> · MSU Police · Fire Department · Outside Law Enforcement Entities · Facillites/SRM Personnel · EMT's 	<p>Incident Command (IC) consists of the on-scene resources and command structure required to handle the critical incident at the scene. Resources and command structure are scalable as necessary throughout the course of the incident.</p>

APPENDIX E

HAZARD VULNERABILITY ANALYSIS

This represents MSU's internal analysis of potential hazards, their relative likelihood and potential relative impact as perceived by respectively the Emergency Management Committee and the University Services Directors (i.e., Dir University Police; Dir Safety & Risk Management; Dir Facilities Services; Dir Facilities Planning Design & Construction).

Also see the risk assessment sections of MSU-Bozeman's Pre-Disaster Mitigation Plan, completed under the auspices of FEMA's Disaster Resistant University initiative. The current edition of this plan can be viewed at http://www.montana.edu/us/pdc/planning/files/MSU_PDM%20Plan02013.pdf

A. HVA – BY UNIVERSITY SERVICES DIRECTORS - MAY 17, 2013

Ranking Relative to Likelihood

- | | |
|----------------------------------|----------------------------|
| 1. Crime/Violence | 6. Organizational Misdeeds |
| 2. Technology/Utility Disruption | 7. Fire/Explosion |
| 3. HazMat Incident | 8. Severe Weather |
| 4. Reputational Risk | 9. Civil Protest |
| 5. Medical/Pandemic | 10. Earthquake |

Ranking Relative to Impact

- | | |
|---------------------------|----------------------------------|
| 1. Earthquake | 6. Fire/Explosion |
| 2. Reputational Risk | 7. Technology/Utility Disruption |
| 3. (Tie) Crime/Violence | 8. Organizational Misdeeds |
| 4. (Tie) Severe Weather | 9. HazMat Incident |
| 5. (Tie) Medical/Pandemic | 10. Civil Protest |

HVA Combined Priority Ranking

- | | |
|---|-----------------------------------|
| 1. Crime | 6. Earthquake |
| 2. Reputational Risk | 7. HazMat Incident |
| 3. Medical/Pandemic | 8. Fire/Explosion |
| 4. Technology/Utility Disruption | 9. Organizational Misdeeds |
| 5. Severe Weather | 10. Civil Protest |

B. HVA – BY EMERGENCY MANAGEMENT COMMITTEE – JUNE 12, 2013

Ranking Relative to Likelihood

- | | |
|----------------------------------|----------------------------|
| 1. Reputational Risk | 6. HazMat Incident |
| 2. Technology/Utility Disruption | 7. Fire/Explosion |
| 3. Crime/Violence | 8. Civil Protest |
| 4. Severe Weather | 9. Organizational Misdeeds |
| 5. Medical/Pandemic | 10. Earthquake |

Ranking Relative to Impact

- | | |
|----------------------|----------------------------------|
| 1. Reputational Risk | 6. Technology/Utility Disruption |
| 2. Medical/Pandemic | 7. Organizational Misdeeds |
| 3. Earthquake | 8. HazMat Incident |
| 4. Crime/Violence | 9. Severe Weather |
| 5. Fire/Explosion | 10. Civil Protest |

HVA Combined Priority Ranking

- | | |
|---|-----------------------------------|
| 1. Reputational Risk | 6. Severe Weather |
| 2. Crime/Violence | 7. Earthquake |
| 3. Medical/Pandemic | 8. HazMat Incident |
| 4. Technology/Utility Disruption | 9. Organizational Misdeeds |
| 5. Fire/Explosion | 10. Civil Protest |

APPENDIX F

MSU CAPABILITY ASSESSMENT

GENERAL

MSU's in-house capabilities to implement mitigation projects include planners, engineers, scientists, emergency managers, GIS personnel, and financial and administrative professionals. Available resources and expertise within the City of Bozeman, Gallatin County and the State of Montana enhance MSU's capabilities for resiliency. These resources collectively have the responsibility to maintain MSU as a disaster-resistant university. The goals and objectives used to mitigate natural and technological hazards builds on the campus' existing capabilities.

MSU's Emergency Management Coordinator will provide overall coordination of hazard mitigation on campus. In-house capabilities to implement mitigation projects are generally within the departments of Facilities Services, Facilities Planning Design & Construction and Emergency Management, as described below.

FACILITIES SERVICES

Facilities Services employs approximately 170 fulltime employees and a varying number of seasonal and student employees. Facilities Services maintains MSU's academic, research, housing and auxiliaries facilities, which house classrooms, auditoriums, laboratories, student residences, athletic events venues, food service operations, etc. Facilities Services consists of the following service management areas: Environmental Services (Landscape, Grounds & Irrigation; Custodial; Solid Waste Disposal; and Recycling); Engineering & Utilities (Utility Infrastructure; Heat Plant Operations; Energy Management; and Engineering Services); Business Management (Budget & Accounting; Information Systems; and Real Estate); General Operations (Work Control; Preventive Maintenance; Stores/ Purchasing; Facilities Safety; and, Mail Services) and Campus Maintenance (Maintenance Trades).

Facilities Services functions that pertain to emergency response and pre-disaster mitigation include: landscape and grounds maintenance; repair, maintenance and renovation of campus facilities; repair, maintenance and upgrades of campus utilities; central heating plant operations; preventive maintenance; and excavation and waste management.

FACILITIES PLANNING DESIGN & CONSTRUCTION

Facilities Planning Design & Construction (FPDC) employs approximately 17 fulltime employees. FPDC manages the planning, design and construction efforts for new structures, renovations, major maintenance projects and infrastructure projects. FPDC includes architectural services, campus master planning, space management, capital construction planning, and historic preservation. FPDC functions that pertain to emergency response and pre-disaster mitigation include: managing structural analysis and design; campus ADA planning; building plans records and archives; and liaison with the external design community, contractors and other state agencies.

EMERGENCY MANAGEMENT

In 2013, MSU established the Office of Emergency Management, within the Administrative & Finance Division. The office is directed by the Emergency Management Coordinator. The duties of this position include:

- Coordinate and implement plans for emergency preparedness, disaster mitigation, emergency response, recovery, and continuity of operations efforts for the MSU-Bozeman campus.
- Plan, coordinate and conduct emergency management exercises on an annual basis, including at least one live exercise and one table top exercise each year.
- Conduct training in emergency management, planning and preparedness for key University administrators and departmental directors at the University and across all campuses in the MSU system.
- Assist university departments with identifying key indicators that influence potential business impacts and help identify processes and procedures to improve response plans and business resilience.
- Research opportunities and apply for federal funding for emergency management related needs and administer and report on the progress of such grants.

STATE OF MONTANA, DEPARTMENT OF ADMINISTRATION, ARCHITECTURE & ENGINEERING DIVISION

The state Architecture & Engineering Division (A&E) serves and assists the Montana University System in the design and construction of facilities, repairs and alterations of existing facilities, and planning for their needs. The State of Montana has adopted High Performance Design Standards for the construction, renovation, and maintenance of public buildings in the state. These standards have been developed to improve the capacity of the state to design, build, and operate high-performance and resilient buildings. The resiliency factor includes design to mitigate the effect of natural hazards and man-made disasters. The A&E Division functions in partnership with the universities to procure and execute design and construction projects related to state owned facilities.

GALLATIN COUNTY ALL HAZARD ALL DISCIPLINE GROUP

The All Hazard All Discipline Group (AHAD) in Gallatin County is responsible for providing a forum for coordinated planning between agencies throughout the county. AHAD is Gallatin County's version of a Local Emergency Planning Committee (LEPC). This group not only fulfills the hazardous materials requirements of the Emergency Planning and Community Right to Know Act, but goes beyond the average LEPC to encompass All Hazards and All the Disciplines that become involved in a large incident. Monthly meetings are held.

In 2003, MSU-Bozeman increased its participation with Gallatin County when the role and scope was expanded to an all-hazards/all-discipline group (AHAD). Long having a seat on what was formerly the Gallatin County LEPC when the focus was hazardous materials and fire response, MSU currently fills a seat to coordinate disaster and emergency planning response with Gallatin County Emergency Services.

GALLATIN CITY-COUNTY PUBLIC HEALTH DEPARTMENT

MSU Student Health Service participates in and hosts various planning sessions and tabletop exercises with the Gallatin City-County Health Department. The result of the cooperation was the formation of a county Unified Health Command with MSU Student Health Service as one leg of a triangular organization including the Public Health Department and the Department of Public Health and Human Services.

FUNCTIONAL ANNEX A

RESPONSIBILITIES OF KEY PERSONNEL/DEPARTMENTS

The purpose of Functional Annex A is to illustrate the responsibilities of key personnel and departments for emergency operations at MSU.

ENTITY	RESPONSIBILITIES
University President	<ul style="list-style-type: none"> · Ultimate authority for strategic decisions during an emergency · Leads the Institutional Response Group · Provides final authorization for decisions concerning the discontinuation of university functions, cancellation of classes or cessation of operations
Institutional Response Group (IRG)	<ul style="list-style-type: none"> · Senior administrative team charged with developing institutional strategy, establishing priorities and overall direction during an emergency · Advise the president regarding decisions to evacuate campus, cancel classes, close the campus, etc. · Receives pertinent information from the Crisis Management Team and/or the EOC thru the IRG Liaison Group · Address legal and political implications associated with an emergency situation · Ensure that financial resources needed are available to carry out emergency functions
Emergency Management Committee (EMC)	<p><i>(The EMC, as a functional body, does not have an emergency response role and does not convene during an actual emergency)</i></p> <ul style="list-style-type: none"> · Serve as an integral part of the administrative structure for emergency management · Recommend adoption of emergency plans and procedures to the president · Assure that the university maintains, in accordance with resources allocated, an effective emergency management system and a comprehensive Emergency operations Plan · Review and advise emergency management processes, policies and procedure · Evaluate performance of exercises and actual emergency responses
Crisis Management Team (CMT)	<ul style="list-style-type: none"> · A CMT will be established and charged by the president when needed to handle an incident or crisis that represents a significant institutional risk, but that usually does not require activating the EOC · Operates under the strategic guidance of the president or IRG and the supervision of the CMT Coordinator assigned by the president · Augments the IRG (with other key individuals, e.g., necessary subject matter experts) and assembles relevant information about the crisis · The CMT Coordinator keeps the president informed as the crisis evolves · When the EOC is not activated, the CMT coordinates resources required to address the crisis and implement the recovery process
Emergency Operations Center (EOC) Management Team	<ul style="list-style-type: none"> · Coordinates the emergency response actions necessary to control the emergency or disaster · Activates and maintains the MSU EOC as necessary, and staffs the EOC for the duration of the emergency · Gathers intelligence regarding the situation before, during, and after the emergency to assist in determining response and recovery actions · Directs the deployment of MSU resources and adjusts the emergency response based on information received from on-scene responders · Provides information to or representation at the Gallatin County EOC as needed · Provides or identifies subject matter expert(s) pertaining to the nature of the emergency · Seeks out the support, guidance, and advice of the IRG in planning for and responding to emergencies
Emergency Management Coordinator	<ul style="list-style-type: none"> · Acts as Planning Section Chief in the EOC in an emergency · Maintains and revises the EOP · Organizes and conducts training and exercises according to MSU's multi-year training and exercise program · Leads and documents post-incident performance reviews

<p>Office of the Provost (Academic Affairs)</p>	<ul style="list-style-type: none"> • The Provost participates as a member of the IRG • Engages faculty in emergency preparedness endeavors such as developing pertinent plans, training, drills and exercises • Communicates with faculty during an emergency • Coordinates with Faculty Senate on emergency preparedness communication and outreach • Works with the Emergency Management Coordinator to determine academic continuity efforts needed in an emergency
<p>VP Research</p>	<ul style="list-style-type: none"> • The VP participates as a member of the IRG • Engages research faculty in emergency preparedness endeavors such as developing pertinent plans, training, drills and exercises • Communicates with research faculty during an emergency • Works with the Emergency Management Coordinator to determine research continuity efforts needed in an emergency • Coordinates with Safety & Risk Management for response and recovery issues involving research and laboratory materials impacted by an emergency
<p>Administration & Finance Division – Financial Services</p>	<ul style="list-style-type: none"> • The VP participates as a member of the IRG • Provides financial resources in the EOC to procure, secure, distribute and account for resources and supplies necessary to respond to or recover from the emergency • Maintains vendor relationships and secures new vendors to assist in response and recovery as necessary • Maintains finance, accounting, and purchasing processes for the university and provides enhanced or specific services in this regard as related to the emergency • Documents financial costs of emergency response and recovery operations • Works with Safety & Risk Management, FEMA, etc., on reimbursement processes as applicable
<p>VP Student Success – Dean of Students</p>	<ul style="list-style-type: none"> • The VP participates as a member of the IRG • Coordinates with the EOC Public Information Officer on communicating with students and their families regarding emergency information and situation updates • Coordinates with Student Health and Counseling & Psychological Services to maintain health and counseling services for students in the event of an emergency, and enhance these services if needed • Facilitates resources and care for students with access and functional needs during and after an emergency • Considers implementing an accountability system for locating students in an emergency • Implements the procedures for student death support and notifications if necessary
<p>Counseling & Psychological Services</p>	<ul style="list-style-type: none"> • Provides information and recommendations during emergencies related to behavioral health or those that may cause behavioral health impacts • Provides counseling services and resources for MSU students in an emergency • Provides for counseling services needs in shelters on campus • Coordinates with external partners if additional counseling staff is needed • Facilitates information and education for the university community regarding behavioral health aspects of an emergency, including post-traumatic stress disorder (PTSD) needs for students after an emergency or disaster and critical incident stress debriefing (CISD) needs for emergency responders
<p>Student Health Service</p>	<ul style="list-style-type: none"> • Provides information and recommendations during public health emergencies, with the Student Health director serving as the university’s lead public health official • Provides health services and resources for MSU students • Provides for health services needs in shelters on campus • Coordinates operations and programs specific to public health such as mass vaccination clinics and alternate medical treatment sites, in response to public health emergencies • Facilitates information and education for the university community regarding health aspects of an emergency
<p>Safety & Risk Management – Environmental Health & Safety</p>	<ul style="list-style-type: none"> • Coordinates with the VP Research for response and recovery issues involving research and laboratory materials impacted by an emergency • Coordinates response to hazardous materials incidents as necessary • Coordinates federal requirements for OSHA and workers compensation during and after the emergency

<p>Facilities Services</p>	<ul style="list-style-type: none"> • Conducts and documents damage assessment information including assessing physical structures, utilities, and other infrastructure on campus, and other MSU properties • Coordinates the repair and/or restoration of university buildings, infrastructure, and property including emergency repairs • Maintains and repairs utilities on campus (including electric, water, waste water, natural gas, and steam) and coordinates with external utility providers to determine outage information • Conducts debris assessments, clearance, removal, and disposal operations as necessary • Maintains efforts to keep campus roads passable and functional • Provides for the operation of installed and portable generators, including refueling and maintenance • Coordinates resources, including heavy equipment and extra personnel, for response and recovery operations as needed • Provides resources for the EOC (e.g., Logistics, Operations, Safety Officer, etc)
<p>University Food Services</p>	<ul style="list-style-type: none"> • Provides ongoing food service for residents, employees, and others who remain on campus during an emergency and/or food service in support of an emergency operation as needed
<p>Human Resources</p>	<ul style="list-style-type: none"> • Coordinates with the Staff Senate on emergency preparedness communication and outreach • Facilitates information resources for employees during and after the emergency • Accounts for employees following an emergency • Coordinates with the EOC Public Information Officer on communications with employees regarding emergency information and situation updates • Continues essential business functions for employees, such as payroll and benefits • Provides information about counseling and other behavioral health services to employees, including the Employee Assistance Program • Implements leave policies and procedures associated with the emergency such as a university closing
<p>Information Technology</p>	<ul style="list-style-type: none"> • Coordinates the continuation of IT services and support throughout the emergency • Provides information regarding the operational status of IT networks and systems • Supports emergency operations by providing IT and telecom functions for emergency response and recovery • Provides expertise on IT issues caused by or resulting from the emergency • Provide support to the EOC for IT and telecom needs through the duration of EOC operations
<p>Legal Counsel</p>	<ul style="list-style-type: none"> • MSU Legal Counsel participates as a member of the IRG • Provides legal advice to the IRG throughout the emergency or disaster • Interprets and ensures compliance with applicable laws
<p>University Communications</p>	<ul style="list-style-type: none"> • The Executive Director participates as a member of the IRG • Provides staff resources to fill the Public Information Officer position in the EOC • Disseminates appropriate information to the university and external communities before, during, and after an emergency • Coordinates with other responding departments to develop, disseminate, and monitor public information messages for the university • Facilitates information to and requests from media outlets as needed; establishes and maintains a Joint Information Center (JIC) if needed • Reaches out to and communicates with local, state, federal, and other government entities about the emergency • Provides for rumor control, including use of a hotline and/or establishing a call center to answer questions
<p>University Police</p>	<ul style="list-style-type: none"> • Provides for the safety and security of the university, including lives and property • Coordinates with, supports, and gathers information from the ICP(s) • Provides situation updates to the MSU EOC and recommends appropriate response and recovery actions. • Assists in the damage assessment of university facilities and infrastructure, including the identification of potential hazards • Controls access to areas impacted by the emergency • Monitors compliance with the ICS throughout the emergency

<p>Residence Life</p>	<ul style="list-style-type: none"> • Assists on-campus residents with housing and shelter and associated support services during and after an emergency as needed • Communicates with off-campus students regarding mass care and post-disaster needs and services • Provides guidance on available housing and shelter resources • Coordinates with Food Services to maintain appropriate food service for students. • Provides information to students regarding operation of food service facilities, and facilitates delivery of food to residence halls as necessary • Facilitates resources and cares for students with access and functional needs during and after an emergency
<p>International Programs</p>	<ul style="list-style-type: none"> • Develops procedures for international students to communicate safety concerns, location, and short-term plans during an emergency • Distributes procedures for communication during an emergency to all international students and students traveling abroad
<p>Colleges, Departments, Offices</p>	<ul style="list-style-type: none"> • Maintain the college/department/office emergency plan, including updated contact lists • Gather specific emergency supplies needed for the college/department/office • Train college/department/office employees in emergency procedures • Implement college/department/office emergency plans in an emergency as appropriate
<p>Employees</p>	<ul style="list-style-type: none"> • Subscribe to the MSU ALERT Notification system prior to an emergency and confirm current data annually • Comply with all emergency directives, orders and procedures • Assist in directing students or fellow employees to respond to emergencies appropriately • Know role and responsibilities if identified as an essential employee or emergency personnel • Remain knowledgeable in emergency plans respective to their areas or departments
<p>Students</p>	<ul style="list-style-type: none"> • Subscribe to the MSU ALERT Notification system prior to an emergency and confirm current data each semester • Comply with all emergency directives, orders and procedures • Attend training on emergency preparedness and response operations • Remain knowledgeable of MSU emergency procedures • Create a personal plan for emergencies, with assistance from appropriate MSU departments and resources

FUNCTIONAL ANNEX B

EXTERNAL PARTNERS – RESPONSIBILITIES/AREAS OF EXPERTISE

The purpose of Functional Annex B is to illustrate the responsibilities and the areas of expertise of potential key external partners that may assist MSU during an emergency or disaster. External partners may have authorities, expertise, capabilities or resources that may be required to support emergency operations for an emergency that affects MSU.

EXTERNAL PARTNER	RESPONSIBILITY/EXPERTISE
	Law Enforcement
City of Bozeman Police	Assist MSU PD with law enforcement as back up or to provide capabilities that go beyond what MSU can normally provide – e.g., special weapons and equipment, etc.
Gallatin County - Sheriff Department	Assist MSU PD with law enforcement as back up or to provide capabilities that go beyond what MSU can normally provide – e.g., special weapons and equipment, etc.
Montana Highway Patrol	Assist MSU PD with law enforcement as back up or to provide capabilities that go beyond what MSU can normally provide – e.g., special weapons and equipment, etc.
	Local Agencies
Gallatin County Emergency Management	Provide assistance in obtaining resources and performing emergency management duties as requested by MSU
City of Bozeman Fire Department	Provide primary firefighting response and EMS duties in an emergency as necessary
City of Bozeman - Utilities	Restore utilities (water/sewer) and services to campus as necessary
	State Agencies
Department of Transportation	Provide personnel, equipment and/or contracted resources as requested by MSU
Department of Labor & Industry	Assist MSU HR with labor issues during an emergency as requested by MSU
Department of Environmental Quality	Assist MSU SRM with environmental issues as requested by MSU
Fish Wildlife & Parks Department	Assist MSU with handling of dangerous or wild animals as requested by MSU
Department of Public Health and Human Services	Assist MSU with public health and safety issues related to disease outbreaks or pandemics as requested by MSU
Military Affairs – Disaster & Emergency Services	Assist MSU with resources and information during an emergency as requested by MSU and assist MSU with prevention/mitigation planning prior to an emergency
Military Affairs – National Guard	Provide personnel resources as requested by MSU during a civil disturbance or major natural or manmade disaster
Military Affairs – Civil Support Team	Provide resources to handle CBRNE events as requested by MSU
Department of Natural Resources	Assist MSU with land and water issues during an emergency as requested by MSU

Department of Agriculture	Provide expertise regarding animal disease outbreaks and transmission
Risk Management & Tort Defense Division	Assist MSU with insurance and reimbursement processes for recovery
	Federal Agencies
FEMA	Provide resources for emergency response thru Montana DES Assist with FEMA reimbursement process as necessary
DOJ/FBI	Investigate crimes that warrant federal involvement including acts of domestic or international terror
DOJ/BATFE	Assist with investigations related to federal laws governing illegal use of firearms, explosives, acts of arson and bombings.
DHS/ICE	Assist with investigations related to federal laws governing border control, customs, trade and immigration issues.
	Voluntary Organizations
Adventist Community Service	Assists with donations management
American Red Cross	Provides assistance with mass care and shelter operations as necessary
American Radio Relay League	Provides assistance with emergency communications
Church of the Brethren	Provides shelter assistance
Civil Air Patrol	Assists with communication and damage assessment
Gallatin Valley Food Bank	Assists with mass feeding, food and water
HOPE – Animal Assisted Crisis Response (AACR)	Available to provide comfort and encouragement to people whose lives have been affected by crises or disasters as requested by MSU
Humane Society of the United States	Provides animal search & rescue and animal shelters.
Montana Food Bank	Can provide food, water, mass feeding.
Salvation Army	Provide family services, youth services, elderly services and disaster services.
Southern Baptist	Can provide shelter, kitchen, communication, emotional/spiritual care, laundry
Team Rubicon	Provides search & rescue, volunteers, donations management, bulk distribution
The Help Center 2-1-1	A member of the Montana 211 coalition which provides referrals for human services throughout the state.
United Way	Spontaneous volunteers
United Methodist	Provides assistance with case management and clean up kits
World Review	Provides assistance with emotional/spiritual care, repair of homes, mud removal, damage assessment and layette/birthing kits
	Private Sector
Bozeman Deaconess Hospital	Assist during incidents that cause injuries or fatalities on campus as requested by MSU
Local Media	Coordinate with MSU to disseminate valid information about the emergency or disaster
NorthWestern Energy	Assist MSU in restoring utilities to the campus and/or on campus as requested by MSU
Vendors and Contractors	Provide assistance according to expertise as requested by MSU

