



EMERGENCY OPERATION PLAN

Donaldson & Airport

Campuses

Developed:
January 1, 2025

Approved:
April 1, 2025

Revised by: Jason Grimmis

Initial Plan

LETTER OF PROMULGATION

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

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

This plan, when used properly and updated annually, will assist HC personnel in accomplishing their primary responsibilities: Life Safety, Property Preservation, Incident Stabilization, and Recovery. Proper knowledge and execution of this plan should maximize the effectiveness of our campus community’s response and minimize the impact of emergencies through mitigation planning and promoting preparedness before any incidents.

Emergency preparedness involves many other efforts that are not part of this plan, including but not limited to the development of individual Emergency Action Plans (EAP) for each campus building and the placement of safety instructions sheets in each classroom at Helena College. Also, this Emergency Operation Plan can be found on the website at www.helenacollege.edu.

This plan and its provisions will become official when it has been signed and dated below by the Dean/CEO and hereby gives authority and responsibility to HC officials to perform their duties, as indicated in this plan, before, during, and after an incident.

This EOP shall be distributed to all personnel included in the EOP distribution list and others as deemed necessary.



Dean/CEO

April 18, 2025

Date

Authority and Responsibility

Executive authority for Emergency Management resides with the Dean/CEO, or designee. The Director of Crisis and Emergency Management is charged with maintaining, updating, and distributing this Emergency Operations Plan (EOP), as well as for coordinating after-action reviews, and preparedness and planning around campus events along with members of the Emergency Management Advisory Team (EMAT).

All departments on the HC campuses 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 HC 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 reference materials are hereby approved and supersede all previous plans and supporting materials.

*****IMPORTANT*****

This EOP may not be modified in anyway, by anyone, without the approval of the Emergency Manager. All approved modifications must be implemented by the Emergency Manager, after which all modifications must be applied to all distributed and electronic copies of this EOP. Further, all modifications must be registered in the "Record of Changes" section of this EOP.

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EXECUTIVE SUMMARY

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

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

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

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

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

Level 1 (Routine Incident - Alert/Advisory)

Level 2 (Minor Incident - Alert/Advisory)

Level 3 (Critical Event - Partial or Full EOC Activation needed)

Level 4 (Area-Wide Disaster - full EOC Activation needed)

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

The organizational structure of the ICS may not resemble day-to-day HC organizational structure. Employees may report to other employees to whom they do not usually have a reporting relationship. Furthermore, as the severity of the incident increases, employee assignments may change in the ICS organizational structure. This means an employee's position in the ICS structure may change during a single incident.

The EOP consists of a basic plan (this document), plus appendices, emergency support functions, and all threat/hazard annexes that outline protocols for response to natural and human-caused disasters. In addition, HC has an emergency resource guide containing contact information for personnel and resources during a major emergency. The appendices, annexes and resource guide are available to personnel who would be activated in a major incident.

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

This plan is based on Helena College and local governments (e.g., City of Helena, and Lewis and Clark County) having primary responsibility for emergency response and operations for emergencies on the HC campuses. Operations are designed to protect lives, stabilize the incident, minimize property damage, protect the environment, and provide for the continuation and restoration of essential services.

If a Joint Information Center (JIC) is used, HC should have a representative present to ensure that timely and accurate information is available as HC has the unique responsibility to inform hundreds of students, parents, friends, family members, alumni and other stakeholders who expect information on events as they unfold.

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

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

Emergency Management Overview

Organization and Reporting Structure

Helena College's organizational structure during an emergency response may not resemble its day-to-day operations. Employees may report to individuals to whom they do not ordinarily report. Furthermore, as an emergency's severity increases, assignments may change in the organizational structure, thus changing an employee's position during a single emergency.

The plan reflects four major organizational components (see Appendix A).

- Traditional first responding agents Incident Command (e.g., Helena Police, Fire, Ambulance)
- Emergency Management Advisory Team
- Command Staff
- General Staff

Traditional first responders include those agents who would first respond to the scene of an incident. Examples include; Helena Police, Helena Fire, St. Peter's Ambulance, and/or Department of Public Health and Human Services (DPHHS). First responders are responsible for staffing and operating field command posts near the scene of the incident or at staging areas nearby. As necessary, HC first responders coordinate efforts with off-site governmental authorities within a Unified Command. Under the scope of this plan, first response will typically be under the control of external law enforcement, fire or the local health department with the lead agency determining the identity of the Incident Commander and location of the Incident Command Post.

In the event of a level 3 or 4 emergency, the Helena Police Chief or Helena Fire Chief, or designee, would assume the role as the Incident Commander while HC Director of Crisis and Emergency Management would respond and assume HC's Emergency Manager role, and as necessary, would communicate with the HC Emergency Management Advisory Team.

First Responder Incident Command

HC Emergency Management Advisory Team

- Dean/CEO- Chair
- Executive Director of Operations
- Executive Director of General Education and Transfer
- Executive Director of Career Technical Education and Dual Enrollment
- Executive Director of Compliance and Financial Aid
- Executive Director of Enrollment
- Executive Director of Fiscal Services
- Director of Institutional Research and Effectiveness
- Director of Marketing, Communications, and Alumni Relations
- Chief Information Officer
- Legal Counsel

Incident Commander

- Generally- Helena Police Chief or designee/Helena Fire Chief or designee
- HC Director of Crisis & Emergency Management
 - Becomes “Emergency Manager”
 - Joins as Unified Command with HPD-Chief/HFD-Chief, or designee

Command Staff

- HC Emergency Manager
 - Primary: Jason Grimmis
 - Backup: Kelley Turner
- Liaison Officer
 - Primary: Sarah Dellwo
 - Backup: Valerie Curtin
- Public Information Officer
 - Primary: Abigail Rausch
 - Backup: Jessie Pate
- Safety Officer
 - Primary: Tommi Haikka
 - Backup: _____

General Staff

- Operations Section Chief
 - Primary: Kelley Turner
 - Backup: Jason Grimmis
- Planning Section Chief
 - Primary A: Stephanie Hunthausen
 - Primary A: Robyn Kiesling
- Logistics Section Chief
 - Primary: Tommi Haikka
 - Backup: _____
- Finance Section Chief
 - Primary: Cari Schwen
 - Backup: Beau Howard
- Scribes
 - Primary: Paige Payne
 - Primary: Mary Twardos

Functional Support Teams (HC-EMT Members)

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

Operational Section

- Search and Rescue
- Medical/First Aid
- Facility and Security Response
- Shelter and Feeding
- Psychological/Emotional Recovery
- Reunification (Student Release)
- Damage Assessment

Planning Section

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

Logistics Section

- Service Branch
- Support Branch

Finance/Administration Section

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

Scribes

- Assigned to Emergency Management Advisory Team for Documentation Purposes
- Assigned to EOC for Documentation Purposes
- Assigned to the Public Information Officer for Documentation Purposes
- Assigned to Operations, Logistics, or Planning Section Chiefs for Documentation Purposes

Part I: BASIC PLAN OVERVIEW

Overview

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

This plan offers fundamental guidance for all emergency incidents and disaster operations. Annexes may then be used to guide responses to various kinds of disasters and hazards.

This EOP consists of 4 parts; The Basic Plan, Emergency Support Functions, All Threat/Hazard-Specific Annexes and Appendices.

The **Basic Plan** provides an overview of the approach to operations before, during, and after an emergency. This section also addresses the overarching activities to be undertaken regardless of the function, threat, or hazard. The content in this section provides a solid foundation for campus emergency operations.

Emergency Support Functions Annexes focus on critical operational functions and the courses of action developed to carry them out. While functions are described separately, it is important to remember that many functions will occur consecutively. Often, multiple functions will also be performed concurrently. For example, during an evacuation, once all individuals are safely out of the building(s), the accounting risk for students, faculty, staff, and guest function will begin. The evacuation function, however, will still be in effect as personnel or first responders work to locate and evacuate any persons not accounted for.

Threat & Hazard-Specific Annexes describe the courses of action unique to particular threats and hazards. These are developed based on the prioritized list of hazards determined in the risk assessment process. As the planning team develops courses of action for threats and hazards, they should consider the federal, state, and local regulations or mandates that often apply to specific hazards. If there is a Functional Annex that applies to one of the threat or hazard annexes, the latter will include it by reference.

Appendices are pertinent to other information which will be useful before, during or after an incident. Examples of attachments may include flow charts, forms, checklists, maps, contact lists and resource lists.

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

Purpose

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

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

The EOP directs response efforts when standard operating procedures developed by individual HC departments and units are insufficient to handle an emergency. The EOP is to be supplemented by HC building Emergency Actions Plans (EAP).

Scope

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

Authorities

This Emergency Operation Plan is promulgated under the authority of the Dean/CEO and HC Policy No. 100.2 Emergency Protocol Guide; MCA 10-3-401; and Board of Regents (BOR) Policy 1009.1.

Federal

1. Federal Civil Defense Act of 1950, Public Law (PL) 81-950 as amended
2. The Disaster Relief Act of 1974, PL 93-288 as amended
3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288, as amended by PL 100-707
4. Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA), PL 99-499 as amended
5. Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance

6. Executive Order (EO) 12148 of July 20, 1979, as amended, Federal
7. Emergency Management
8. EO 12472 of April 3, 1984, [Assignment of National Security and Emergency Preparedness Telecommunications Functions](#)
9. EO 12656 of November 18, 1988, [Assignment of Emergency Preparedness Responsibilities](#).
10. Federal Preparedness Circular 8, June 22, 1989, Public Affairs in Emergencies
11. Homeland Security Presidential Directive 5, February 28, 2003, [Management of Domestic Incidents](#)
12. Higher Education Opportunity Act (PL-110-315) August 14, 2008
13. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) December 09, 2008

State

1. [Title 10, Chapter 3 of Montana Code Annotated](#) (MCA)
2. <https://des.mt.gov/Preparedness/MERF-ESF> (MERF) 2017
3. [MUS Board of Regents Policy 1009.1 Campus Health and Safety Policies](#)

Helena College Policy

1. HC Policy: 100.2 Campus Emergency Protocol Guide

Situation and Assumptions

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

Situation

HC's student and employee population varies depending on the time of day and events going on. HC has two campuses approximately two miles apart from each other. In addition, HC draws public gatherings for social and community events on any given day.

Many natural and human-caused hazards can affect the two HC campuses. In addition, threats of technological and biological hazards, those caused by human omission or error, such as transportation accidents, hazardous material incidents, utility failures or fires, a civil disturbance, or a terrorism incident are also possible.

Assumptions

1. An incident that affects HC is likely to also affect the surrounding communities and region. Therefore, HC should plan to manage all incidents with limited external resources for the first 24 to 48 hours (about 2 days).
2. Specific HC operations and interests will remain under the coordination and management of the HC leadership team. Therefore, it is necessary to plan accordingly and maintain incident operations until the incident is concluded.
3. An emergency incident or disaster may occur at any time of the day or night, weekend, or holiday with little or no warning.
4. The succession of events in an emergency incident or disaster is unpredictable. Therefore, this plan should be used as a guidance document and adapted accordingly for the specific needs of the emergency incident or event.
5. Although HC is more vulnerable to specific hazards, such as winter storms, the College must plan to respond using a standard structure and organization to any hazard that may affect the day-to-day operations of the College.
6. The fundamental priorities for HC during an emergency incident or disaster are:
 - a. **Priority I - The preservation of life and protection of people.**
 - b. **Priority II - The protection and restoration of property and infrastructure.**
 - c. **Priority III - Stabilization of emergency incidents or disasters.**
 - d. **Priority IV - Recovery fulfilled to pre-incident conditions.**
7. During major emergency incidents or disasters, all operations will be coordinated through the Incident Command System Structure and Emergency Operations Center (HC-EOC).
8. HC will consult with Lewis and Clark County, the City of Helena and Montana Emergency Management Services when making evacuation and other emergency management decisions but reserves the right to make decisions beyond that of Lewis and Clark County and the City of Helena.
9. Extended incidents that require 24-hour operations will be divided into two (2) operational periods or shifts of 12 hours each. Staffing should be planned accordingly.

Plan Assumptions

1. HC will maintain and disseminate an All-Hazard Emergency Operations Plan (EOP). In addition to the plan itself, HC will develop an educational component to educate individual departments and units so all personnel will be aware of the general framework for responding to emergency incidents and disasters.
2. All HC departments and units will be familiar with the EOP, and their specific responsibilities within the plan.
3. Designated personnel in each of the two campuses (Donaldson & Airport) will build and maintain specific Emergency Action Plans (EAP) relevant to their area of operation and unique risk factors. In addition to the framework provided in the EOP, these building emergency action plans should address additional specific issues that may affect the

occupants. Faculty and staff should understand the basic premise of the EOP, as well as any building plans so emergency incidents and disaster operations may be conducted in a timely and effective manner. Building plans should address at a minimum:

- Evacuation, Lockdown, & Shelter-in-Place Procedures
- Emergency Escape Procedures & Route Assignments
- Procedures for Employees who assist in the Evacuation
- Accounting for All Employees, Students, and Visitors after Evacuation
- Rescue and Medical Duties
- Alarm/Alert Notification System
- Communication and Coordination
- Training
- Review and Updates
- Key Contact Information

* The Emergency Manager may assist any department in developing an Emergency Action Plan. *

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

Emergency Response Priorities

HC shall respond to an emergency in an organized, safe, effective, and timely manner. This EOP may be activated fully or in part by the Dean/CEO the Executive Director of Operations, or the Director of Crisis and Emergency Management, or designee depending on the type or severity of the event.

HC personnel and equipment will be used to resolve incidents based on the Fundamental Priorities I – IV identified above.

Part II: CONCEPT OF OPERATIONS

Concept of Operations

This section provides an overview of HC's emergency management structure and procedures for responding to an emergency that impacts the Donaldson or Airport campus communities.

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

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

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

Depending on the nature of the emergency, the response effort will be under the control of external law enforcement, fire department or the local health department, with the lead agency determining the identity of the Incident Commander and the location of the Incident Command Post. HC's Director of Crisis and Emergency Management will first respond to the Incident Command Post and coordinate with the Dean/CEO or designee, to activate the HC-EOC and the EMT. Depending on the situation, the Director of Operations may be assigned to the Incident Command Post.

As soon as practical, HC will activate its own EOC, identify the HC Emergency Manager specific for the incident, and fill many, if not all, the Command and General staff roles in the Incident Command Structure. HC has control over its own resources to a limited extent in a large-scale emergency subject to the direction of the external agency(s) having jurisdiction over the incident.

If a Joint Information Center (JIC) is created, HC should have a representative present to ensure that timely and accurate information is available. HC has the unique responsibility to respond to hundreds of students, faculty, and staff, including non-resident parents, family members, alumni and other stakeholders who expect information of the events as they unfold.

Planning Approach

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

Prevention and Mitigation

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

Preparedness

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

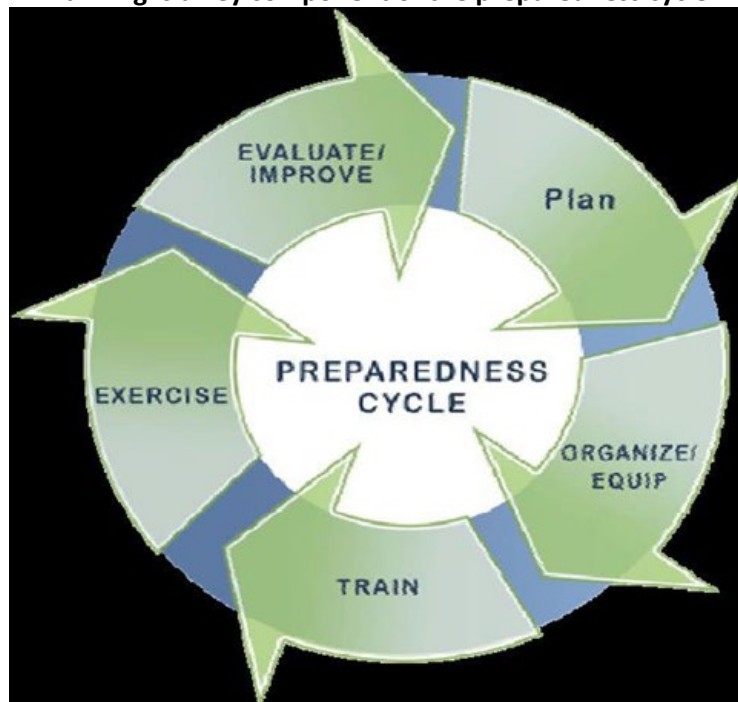
Response

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

Recovery

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

Planning is a key component of the preparedness cycle.



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

Strategic, Operational and Tactical Planning

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

Strategic Plans

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



Relationship between Strategic, Operational and Tactical Planning

Operational Plans

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

Tactical Plans

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

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

Emergency Operations Plan (EOP) - Activation

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

- Save and protect lives
- Activate and staff the Emergency Operations Center (EOC)
- Prevent damage to the environment, systems, and property
- Provide essential services
- Temporarily assign HC staff to perform emergency work
- Invoke emergency authorization to procure and allocate resources
- Activate and staff the Emergency Operations Center (EOC)

Emergency Assessment and First Alert Notification:

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

HC-First Alert Notification

After Helena Police or Helena Fire Departments are contacted, all Helena College employees will follow HC's First Alert Notification in the below prescribed order:

1. Helena College Supervisor-on-Call (HC-SOC)
2. Executive Director of Operations
3. Director of Facilities
4. Director of Crisis & Emergency Management
5. Dean/CEO

In general, the HC-SOC or the Executive Director of Operations will take appropriate action. The Executive Director of Operations will be responsible for notifying the Dean/CEO and making an emergency level recommendation. Depending on the type, size, or magnitude of the emergency, Dean/CEO or designee, may alert the Emergency Management Advisory Team (EMAT) and direct them to meet in person, by phone, or via a virtual platform to discuss the situation.

Following the briefing/strategy discussion, the Dean/CEO (or a designee) may appoint a representative from the Emergency Management Advisory Team to act as the Liaison Officer for communication between the EOC and the EMAT. In most cases, the Emergency Manager will serve as the Liaison Officer in the EOC. If a Joint Incident Command is established off campus, the Helena Police Chief or designee – in consultation with the Dean/CEO– will ensure Helena College is represented there.

To contact and notify the members of the EMAT, a text, voice, and/or e-mail message will be distributed to the members via HC's Emergency Alert Notification System. EMAT members will be provided with a brief description of the incident, as well as instructions on where to respond (if necessary). If not all EMAT members are available, those who are accessible will convene and begin the development of a strategic response. Individuals identified as backups will fill vacant positions they are trained and competent to perform (See Appendix I).

Emergency Classification Levels

The Emergency Response Team will respond to emergencies based on four levels of operation. The level of operation and response will be determined based on the magnitude of an emergency.

Level 1 (Routine Incident - Alert/Advisory)

A Helena College localized and unplanned event of short duration that is not likely to adversely impact or threaten life, health, or property. This incident's control is within the capabilities of HC employees and can quickly be resolved with existing HC resources. The Emergency Operation Plan and Emergency Operation Center are not generally activated for Level 1 events. HC Director of Marketing, Communications, and Alumni Relations may be notified and placed on standby.

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

Level 2 (Minor Incident - Alert/Advisory)

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

The Director of Crisis and Emergency Management will coordinate directly with HC Operational Personnel, Facilities Services and/or outside agencies to resolve Level 2 incidents. The Dean/CEO will notify other Executive Directors when and as needed. For Level 1 and Level 2 incidents, the Director of Crisis and Emergency Management will consult as needed with the Dean/CEO or other officials about the need to notify the campus community and other stakeholders, including the news media.

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

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

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

A partial or full activation of the EOC and ICS may be necessary to coordinate emergency operation efforts: protect life, property, contain and stabilize the incident/threat, recover from damages sustained and return to normal business operations.

Examples: *Major building fire, biological or criminal threat, major chemical or hazardous material release causing extended evacuation of one or more buildings, severe storm, fire or flooding, and extensive utility outage that adversely impacts or threatens life, health, or property. Also includes external emergencies that may affect campus personnel or operations.*

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

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

A partial or full activation of the EOC and ICS are considered a high likelihood, in addition to coordinating emergency operations efforts internally as well as externally.

Examples: *Earthquakes, wildland fires, plane crashes, explosions, terrorist acts, flooding that significantly impacts or threatens life, health, or property.*

The Dean/CEO will be notified of all Emergency Classification Levels. The Dean/CEO, or designee, is responsible for advising the Emergency Management Advisory Team on a case-by-case basis or as-needed for Emergency Classification Levels 1 & 2. However, The Dean/CEO, or designee, will advise the Emergency Management Advisory Team on all Emergency Classification Level 3 or 4 events. The Emergency Operations Center is activated in either its primary or secondary pre-designated location. The Incident Response Team and other key personnel are alerted and activated to report for duty. State and local emergency services are notified, and communications opened.

The Emergency Management Advisory Team will establish goals for the incident operational period, approve resources as needed to support emergency operations, and determine business recovery and resumption priorities.

Activation of the HC-Emergency Operations Center (HC-EOC)

If the Incident Commander and the Emergency Management Advisory Team declares a Level 3 or 4 emergency, the Emergency Response Team will be notified via the emergency alert system and/or by phone and may be directed to report to a pre-determined EOC location. All available team members should report in a timely manner.

Donaldson Campus Primary Location: Conference Room #1020 (The Fishbowl)

Donaldson Campus Secondary Location: Lecture Hall (Room 125)

Airport Campus Primary Locations: Administrative Suites

Airport Secondary Location: Lecture Hall

When to activate HC-EOC:

- At the discretion of the HC Dean/CEO or designee
- By the Emergency Management Advisory Team when they declare a Level 3 or 4 emergency
- An emergency that significantly disrupts HC daily operations

HC-EOC Operations

Upon activation, the HC EOC will serve as the central location where the Emergency Response Team will gather, obtain a briefing of the incident, and assume their roles under the plan. The team will review the objectives of the incident response strategy. The Emergency Manager will set an initial operational period – the time frame in which measurable strategic operations are to be achieved. Response

activities and work assignments will be planned, coordinated, and delegated by the Emergency Manager.

As a standard practice, the Command Staff and General Staff Section Chiefs will report to the EOC to assume emergency response roles in a Level 3 or higher emergency. (See Appendix A). The Emergency Manager will determine which of the Command and General Staff members report to the EOC or Incident Command Post.

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

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

HC-EOC Management Team Sections

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

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

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

EOC-Demobilization

This plan is demobilized when:

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

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

Emergency Notification Plan

Purpose

The Emergency Notification Plan provides effective and prompt communication in an emergency. Helena College will implement and maintain a multi-modal approach to an all-hazards emergency notification plan, as we are required to provide a timely warning to the campus community for any crime or event that is reported to Helena College officials or local law enforcement and is considered by Helena College to represent a serious or continuing threat to students, faculty and staff.

Attempts will be made to notify as many people as possible as soon as we have confirmed that a significant emergency or dangerous situation exists. Helena College faculty, staff and students must become familiar with the plan and participate in any activation of the plan.

The only reasons Helena College would not immediately issue a notification for a confirmed emergency or dangerous situation is if doing so will compromise efforts to:

- Assist a victim
- Contain the emergency
- Respond to the emergency
- Otherwise mitigate the emergency (agreeing to a request of local law enforcement or fire department officials)

Definition

An emergency is an event that threatens life, health, safety, or property and requires immediate action. Events that could activate the alert system would include fires, chemical spills, or accidents that would require evacuation of buildings or the campus; a hostage or violent situation that could require evacuation, lockdown or closure of the campus; and natural disasters such as earthquakes and weather-related events that would affect the safety and well-being of individuals on campus.

Notification System Procedures

Helena College will notify the campus at least once a year of the emergency procedures the campus will use to disseminate information when an emergency exists. (See Appendix G.)

Any member of the campus community who becomes aware of a potential or existing emergency situation that threatens life or safety has the responsibility to first call 911 and report the situation. If time allows and when safe to do so, the next call should be made to a Helena College official in the following priority:

Supervisor On-Call-----(406) 447-6991
Executive Director of Operations -----(617) 446-3691
Facilities Director -----(406) 475-4931
Dir. of Crisis and Emergency Management----- (406) 461-0635
Dean/CEO----- (406) 750-2460

The 911 dispatch center will notify the Helena College officials in the same order of priority. The Helena College official that receives notice of an emergency will in turn notify the Dean/CEO. The above-

described officials will decide when to contact the Director of Crisis and Emergency Manager, and when necessary, begin the campus notification process.

Depending on the situation, the notification plan will include the following procedures for a campus-wide emergency. Pre-scripted messages for potential emergency scenarios have been created and made available to those authorized to activate the system.

Once a campus wide emergency has been declared by Helena College officials, the following emergency notification steps will be taken as necessary. Not all emergencies will require activation of each mode.

- Activate the Regroup Emergency Notification System which includes Helena College email addresses, cell phone numbers and landline phone numbers.
- Additional email addresses and other landline phone numbers entered into the system by the students, faculty, staff, parents of students and others who have registered in the system.
- If an in-person notification is required as in a bomb threat or phone lines are inoperable, Helena College Emergency Response personnel will be assigned to physically respond to and deliver emergency notifications in person.
- Have independent capabilities to communicate emergency notifications via two-way radios.
- Campus clock system broadcasts in all classrooms, communal areas, and general office spaces that can be used as a delivery method for emergency notifications.
- Local radio and TV stations may be utilized for announcements, if feasible.
- During emergency situations, the Director of Marketing, Communications, and Alumni Relations, or designee will keep the campus informed via the Regroup Emergency Notification System, Helena College website postings, and the public via press conferences. Media will be asked to gather at pre-designated locations/areas for any dissemination of information.
- If the emergency affects only one building or just part of the campus, members of the Emergency Response Team will determine who needs to be notified and how that will occur.

Testing of Notification Systems

Helena College will conduct testing of the notification systems and drills to prepare building occupants for an organized evacuation, lockdown, or shelter-in-place.

- The Regroup Emergency Alert Notification System will be tested once a semester at a minimum.
- Evacuation drills will be held once a year for all office and classroom buildings.
- All drills, exercises, and tests will be documented to include a description of the exercise, the date the test was held, which campus building, and whether the test was announced or unannounced.
- This documentation will be retained for seven years as required by the Clery Act.

Emergency Call-Out/Alert Roster

An emergency call-out roster is designed to contain all emergency contact information for those employees with emergency responsibilities. (See Appendix H.)

Crisis Communication Plan

Purpose

Helena College's Crisis Communication Plan outlines the roles, responsibilities, and protocols that will guide the university in promptly sharing information with all Helena College audiences during an emergency or crisis. The audiences for this plan include students, faculty, staff, third-party services, alumni, parents, neighbors, city community leaders, media, city, county, state, and federal officials.

This plan is a part of the college's overall Emergency Operation Plan, coordinated through the Dean/CEO Executive Cabinet Members, and the Director of Crisis and Emergency Management.

Our guiding principle will be to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the Helena College community and the continued operation of essential services.

Definition

For this plan, a crisis is defined as a significant event that prompts significant, often sustained, news coverage and public scrutiny and can potentially damage the institution's reputation, image, or financial stability. A situation can be identified as a crisis when the incident or event significantly impacts the Helena College community, including visitors. Examples may range from minor to major and may include severe weather/natural disasters, death(s) or serious injuries, fires, crime, power or network outages, civil unrests, protests, and health issues.

Objectives:

- Create procedures and establish resources for distributing information appropriately in a timely, accurate, responsible, and sensitive way to students, faculty, staff, third-party services, stakeholders, and the public during a crisis.
- Potential actions will depend on the type of crisis and the level of response needed. Our top priority is the safety of our students and those on our campus.
- These communication procedures do not change the way emergencies are reported. Emergencies should be immediately reported by dialing 911.
- The team will ensure that you can find information through any of the following sources, and depending on the situation;
 - Helena College website: www.helenacollege.edu
 - Campus E-mail (will be created at the time of the emergency)
 - Text Messaging via Regroup Emergency Notification System
 - Helena College's Facebook and Instagram Accounts
 - Digital Signage in Buildings

Crisis Communication Team

- Director of Marketing, Communications, and Alumni Relations
- Dean/CEO
- Dean's Cabinet Members
- Emergency Management Advisory Team
- Marketing and Communication Specialists from UM Western, MT Tech, and UM-Missoula
- Office of the Commissioner of Higher Education

Roles and Responsibilities

In the event of a crisis or negative news:

Director of Marketing, Communications, and Alumni Relations

The Director of Marketing, Communications and Alumni Relations will activate the Crisis Communication plan and serve as the Public Information Officer for Helena College as needed. This person will initially respond to the Emergency Operation Center (EOC) or to the Incident Command Post in the absence of an Emergency Operations Center. The Public Information Officer (PIO) should be fully aware of the most updated information regarding the crisis to relay that information to coordinators and media. The PIO is also responsible for scheduling news conferences, facilitating media availability, field media calls/requests as necessary on the volume and situation.

Additionally, The Director of Marketing, Communications, and Alumni Relations will handle or provide oversight of the communications and marketing team for all internal communications. This will be information intended for students, faculty, and staff. Methods of internal communications could include the Regroup Emergency Notification System, social media platforms, Helena College website, campus wide email, and/or digital signage.

The local news media will include:

- Independent Record
- KXLH, KTVH, & KHBB
- KCAP, KTMX, KBLL, KZMT

Dean/CEO, Emergency Management Advisory Team, and Emergency Manager

This team will provide support to the Director of Marketing, Communications, and Alumni Relations. The Dean/CEO will have final approval of all messaging communicated by the Director of Marketing, Communications, and Alumni Relations (AKA: Public Relations Officer) during emergency situations.

If/When a Communication Center is required, the Director of Marketing, Communications, and Alumni Relations will provide oversight and direction of what information is to be released and when.

Marketing and Communication Specialists from Affiliate Campuses

For long lasting incidents that include multiple operational periods, additional resources may be requested from any of the affiliate campuses to help and assist in communications and social media deliverables as needed.

Putting the Plan into Action

Our Crisis Communication Team will be activated when the Dean/CEO, Executive Director of Operations, &/or Director of Crisis and Emergency Management determines the need. In the event of a serious or ongoing threat, the Clery Act requires colleges and universities to make timely notifications to the campus community. Clery Communications will be sent out using the Regroup Emergency Notification System. The goal of Clery Communications is to send information out within 30 minutes. Given the urgency of rapid communications, the Director of Marketing, Communications, and Alumni Relations has the authority to begin acting immediately, in consultation with the Dean/CEO until a broader decision can be made about how the college should proceed.

EMERGENCY MANAGEMENT STRUCTURE

HC Incident Command System Organization

Emergency response activities at HC follow the National Incident Management System (NIMS) and the Incident Command System (ICS). The following describes the various components of the Emergency Management structure.

This EOP follows the structure of the Incident Command System (ICS) for managing a response. There are four functional areas in the ICS structure:

- Traditional first responding agent's Incident Commander (e.g., Helena Police, Fire, Ambulance)
- Emergency Management Advisory Team
- Emergency Manager & Command Staff
- General Staff

The HC-EOC Emergency Manager supervises the Command and General Staff members within the Emergency Operations Center. The Emergency Manager has overall responsibility for all emergency response activities and efforts. [\(See Appendix A.\)](#)

In most Level 3 and 4 emergencies, the Incident Commander, HC Emergency Manager, Command Staff, and the General Staff will report to the Command Post or the Emergency Operations Center, when activated.

HC Emergency Management Advisory Team (HC-EMAT)

The HC-EMAT is drawn from HC's executive team, led by the Dean/CEO and may consist of any of the Executive Directors, Director of Institutional Research and Effectiveness, Director of Marketing, Communications, and Alumni Relations, Chief Information Officer, and Legal Counsel. The Dean/CEO may designate from this group who will serve as the Liaison Officer for the HC-EMAT. Personnel from this group may be added or subtracted as deemed necessary.

The HC-EMAT will work closely with the Emergency Response Team (HC-ERT), specifically with the Emergency Manager, to develop/approve emergency response initiatives designed to oversee the security and welfare of the campus at large and collaborate with the Public Information Officer in establishing a news conference or other high-level news release.

The HC-EMAT provides direction in making strategic policy decisions for any incident that impacts HC's ability to meet its mission of teaching, research and public service. This strategic planning includes operational guidance with tactical planning left to the Incident Commander/Emergency Manager and/or the Operations Section Chief at the time of the incident. The HC-EMAT is chaired by the Dean/CEO or designee.

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

The HC-EMAT convenes in its designated location during Level 3 and 4 emergencies.

Helena College Succession of Authority

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

1. Executive Director of Operations
2. Executive Director of Fiscal Services
3. Executive Director of Enrollment

HC-EMAT Action Procedures

Dean/CEO is advised of an incident that may develop into an emergency response and closely monitors changes.

1. The Dean/CEO notifies HC-EMAT members of a confirmed emergency or when the incident is likely to affect HC daily operations.
2. HC-EMAT reports to the pre-designated Emergency Operation Center.
3. Ascertain and identify Incident Commander and/or HC Emergency Manager.
4. Assign Liaison Officer to represent HC-EMAT interests at the HC-EOC and provide HC resources.
5. Assign Public Information Officer- identify media briefing locations.
6. The Dean/CEO or designee will notify the University of Montana President and the Office of the Commissioner of Higher Education.
7. Monitor events and protect the interests of the campus community.
8. Evaluate the institutional effects of an emergency and determine appropriate courses of action relative to business continuity. This may involve such actions as authorizing a temporary suspension of classes, campus closure or evacuation.
9. Evaluate the functions deemed critical to the continuity of HC business operations.
10. Consider continuity of business operations if the incident continues over one operational period or for a prolonged period (hours, days, weeks).
11. Develop emergency-specific protocols as needed.
12. Address legal and political implications associated with the emergency.
13. Determine and convey business resumption priorities and business recovery plans to the HC-EOC Management Team and departmental leads.
14. Support Finance/Admin Chief regarding financial resources and direction.
15. The HC-EMAT would come together at briefings regarding the incident. Mobilize the incident mgt. team, prepare a delegation of authority, and be available to liaise with the Team on College priorities.

Academic Impact Unit

The Academic Impact Unit will address needs, concerns and issues related to academic impacts resulting from the emergency in concert with the Business Continuity Branch under the Operations Section. Working with the HC-EMAT, they will address business continuity issues from an academic perspective – decisions relative to suspension of classes, campus closure, etc. They will be responsible for developing initial and long-range academic recovery plans; overseeing the development of record-keeping systems for faculty personnel records, student academic records and academic programs, and scheduling records; and maintaining all working files and records of the Academic Impact Unit.

HC-Emergency Response Team (HC-ERT)

The HC-Emergency Response Team is defined as all responding personnel assigned a function in the HC-EOC. (See Appendix A.) The HC-ERT is responsible for directing HC resource support of emergency response operations and maintaining continuity of critical business functions on campus. It is responsible for the welfare and security of campus at large beyond the bounds of the immediate emergency location, which is established by the Incident Command under its direct control. The team lays the groundwork for implementation of business recovery and resumption of normal activities. HC-ERT is broken into two staff groupings: “Command Staff” and “General Staff.”

HC-Emergency Manager

The HC-Emergency Manager will be designated by the Dean/CEO. This position is generally filled by the Director of Crisis and Emergency Management. This person is responsible for overseeing coordination efforts of the HC-EOC Management Team’s activities during an emergency, as well as ensuring the team functions efficiently and effectively while supporting the Emergency Management Advisory Team (EMAT) and the external Incident Commander (IC) while maintaining continuity of campus operations as best it can.

Specifically, the HC-Emergency Manager will schedule periodic operational briefings to the HC-ERT Section Chief leaders based on current information received from the HC-EOC Liaison or external Incident Commander on the status of the emergency. Then, in collaboration with the external Incident Commander and the HC-EMAT, the HC-Emergency Manager will set operational objectives to protect the campus community and support emergency response operations, coordinate the identification and assignment of resources to meet objectives and track operational objectives/action items to ensure completion and/or subsequent modification.

Command Staff

These are the assigned HC personnel who report directly to the HC Incident Commander &/or HC Emergency Manager. This team supports and complies with directions from an external Incident Commander.

Position titles within Command Staff: Public Information Officer, Safety Officer, Liaison Officer, and Scribe. They may have an assistant as needed.

Public Information Officer (PIO)

The PIO (Director of Marketing, Communications and Alumni Relations) is a member of the Command Staff and is responsible for the development and delivery of all HC communications on various platforms. The PIO will be activated immediately upon a Level 3 or 4 campus emergency, either by the HC Emergency Alert Notification System or by direct notification from the Dean/CEO or a designee.

The PIO target audience includes all internal and external stakeholders, the public, and media. The PIO is responsible for developing accurate and complete information on the incident’s cause, size, current situation, resources committed and other matters of general interest. This includes updates on tactical response-related information, as well as HC operations undertaken to ensure the welfare of the campus at large. The PIO will take the lead role in ensuring information shared with public entities is accurate, timely and consistent.

Typically, the PIO will be located at the HC-EOC during an emergency. The PIO will collaborate closely with the Dean/CEO the HC-Emergency Manager and/or various members of the HC-EMAT. The PIO

must be prepared to work with news media regarding the emergency. The PIO may also be in regular communications with the Incident Commander regarding the status of emergency response operations.

Based on the magnitude of the emergency and the subsequent response, a Joint Information Center (JIC) may be activated, which includes PIOs from different emergency response agencies. The City or County will determine the JIC location.

When warranted, news conference(s) may be established and scheduled at a designated Media Briefing Center to provide a coordinated release of information related to the emergency to news media. Representatives from all emergency response agencies and HC may participate in these news conferences.

Campus Communication Group (CCG)

The Campus Communication Group (CCG) is a cross-divisional team responsible for coordinating the flow of information about emergency events to the campus community and external stakeholders via the college's emergency homepage, social media, email, and by phone. The HC-PIO (Director of Marketing, Communications, and Alumni Relations) serves as the CCG Lead.

Following the receipt of an HC Emergency Alert Notification or as directed by the PIO, members assigned to the CCG will check-in with the Plans Section Chief and convene at a predesignated location identified by the HC-PIO.

At the direction of the PIO, the CCG will transition the HC Homepage from the normal format to the Emergency Home Page format. The HC-PIO will provide the CCG with pertinent information and verified facts about the emergency. The HC-PIO will keep the CCG apprised of the status of the emergency. Status updates to the Emergency Home Page will include updates about the emergency, college-supported efforts designed to care for the safety and well-being of the campus community, and business operational issues related to classes and other academic issues. The HC-PIO will approve all updates to the HC homepage after conferring with the HC-Emergency Manager and HC-EMAT.

The CCG will put into place a social media communications center, using HC Integrated Communications staff members. This will allow HC to post information, pictures, maps or graphics as needed, to fully inform the campus and Helena communities. The social media team will also monitor social media traffic, identify rumors and correct misinformation.

Crisis Communication Center (CCC)

The Crisis Communication Center (CCC) is a facility designed to receive incoming calls from the public during a campus emergency. The CCC will be staffed by members of the campus communication group or volunteers trained in emergency call center protocols. The activation of the CCC is at the discretion of the PIO, based on the magnitude of the emergency and the anticipated volume of calls from parents and other interested parties. The activation of the CCC and pre-designated phone number will be publicized by the Campus Communication Group via the HC Homepage and HC social media accounts.

A phone system will be developed to support a call center operation and will be activated as soon as the CCG has been given direction by the PIO to open up CCC phone lines. The HC-PIO

will coordinate all outgoing information to be disseminated publicly in the CCC. Primary staffing of the CCC positions will come from members of the CCG. The CCC will primarily rely on a unified message from a script with predesigned messages built by the PIO to answer questions to ensure a unified message is being given. The CCG Lead may contact the PIO for additional, updated information, or for the clarification of information.

Safety Officer

The Safety Officer is a member of the Command Staff responsible for monitoring incident operations and advising the HC-Emergency Manager on all matters relating to operational safety, including the health and safety of emergency-responding personnel.

- The Safety Officer acts on behalf of Helena College to identify hazardous situations.
- Serves as a resource to internal departments and external agencies on issues of environmental, chemical, fire, radiological, biological, and public health during all emergency incidents.
- Develops and maintains standard operating procedures and response protocols for biological, radiological, chemical and related incidents.
- Works with the Incident Commander/Emergency Manager at the ICP or the HC-EOC,
- Provides guidance during incident recovery.

Liaison Officer

The Liaison Officer is a member of the Command Staff and primarily functions within the EOC. The Liaison Officer keeps the HC-EMAT apprised of the incident status and actions of the Incident Response Team. The Liaison Officer is generally assigned when an incident is multijurisdictional or has several agencies involved.

In circumstances that include multiple agencies, the Liaison Officer is HC's point of contact person for personnel assigned to the incident from assisting or cooperating agencies.

In general, only one Liaison Officer is assigned per entity.

***NOTE: In general, Executive Director of Enrollment will assume the role and responsibilities as the Liaison Officer for Helena College ***

General Staff

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

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

Operations Section Chief

The Operations Section Chief is a member of the General Staff responsible for the management and coordination of all immediate emergency tasks. The Operations Section Chief will ensure that all necessary operational functions have been activated and are appropriately staffed. The Section Chief reports directly to the HC-Emergency Manager, ensures that the operational objectives and assignments identified in the Incident Action Plan are carried out effectively, ensures the planning section is provided with situation and resources information, and conducts periodic operations briefings for HC-EOC as required or requested. The Operations section includes subordinate branches, divisions, and units responsible for staging, medical, facility infrastructure, HazMat, police/security, and business continuity.

Planning Section Chief

The Planning Section Chief is a member of the General Staff responsible for collecting information from a variety of sources, monitoring, evaluating, and disseminating information relating to the response effort, as well as preparing and updating internal HC-EOC information and map displays. This section chief exercises overall responsibility for the coordination of planning section activities oversees the planning meetings and develops a 12 or 24-hour Incident Action Plan. The planning section will collect and process internal HC-EOC documents and prepare advance planning information as necessary. The Planning Section Chief reports directly to the HC-Emergency Manager and ensures that technical support services are being provided to the various HC-EOC sections and branches while documenting and maintaining files on all HC-EOC activities. This Section Chief is responsible for collecting, analyzing, and displaying situation information, preparing and distributing the HC-EOC Incident Action Plan and periodic situation reports.

Logistics Section Chief

The Logistics Section Chief is a member of the General Staff responsible for procuring supplies, personnel, resource tracking, and material support necessary to conduct the emergency response and to meet the internal HC-EOC operating requirements (e.g. personnel call-out, communication services, equipment acquisition, lodging, transportation, food, etc.). Incidents and department requests directed to the HC-EOC will be channeled through the HC-EOC Operations Section. The Logistics Section Chief reports directly to the HC-Emergency Manager. The Logistic Section Chief coordinates closely with the Operations Section Chief and the Finance Section Chief to establish priorities for resource allocation within the affected area and supervises the Logistics Section.

Finance Section Chief

The Finance/Administration Section Chief in the HC-EOC supervises and manages all financial, administrative, and cost analysis aspects relating to the emergency response efforts. Most of this work can be done from any location, not necessarily from the HC-EOC. The Finance Section Chief ensures all financial records are maintained throughout the emergency such as: tracking time for all emergency response personnel, purchase order limits for procurement function in Logistics, and administrative support to all HC-EOC sections as required in coordination with personnel. The Finance Section Chief ensures recovery documentation is accurately maintained during response and submitted on appropriate FEMA forms and other applicable forms.

Recovery & Business Continuity

Recovery

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

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

Physical & Structural Recovery

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

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

Business and Administrative Continuity

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

Resumption of Academic Learning

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

Emotional and Mental Recovery

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

Deactivation, Demobilization & Plan Reassessment

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

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

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

Demobilization of Response Units

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

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

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

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

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

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

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

Training and Exercises

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

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

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

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

Recommended Incident Management Training:

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

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

College administrators or department supervisors who anticipate being first responders or who may have a role in the Incident Command system for HC emergency incidents should also complete higher-level NIMS/ICS courses at the earliest available opportunity:

- **IS-200: ICS for Single Resources and Initial Action Incidents**
- **IS-300: Intermediate ICS for Expanding Incidents**
- **IS-400: Advanced ICS for Command and General Staff**

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

- **IS-701: NIMS Multiagency Coordination System (MACS) Course**

- **IS-702: National Incident Management System (NIMS) Public Information Systems**
- **IS-703: NIMS Resource Management Course**
- **IS-704: NIMS Communications and Information Management**

For any questions on how to take the online training courses listed above, contact the Director of Crisis and Emergency Management at 406-447-6382.

Plan Review and Maintenance

The Helena College Emergency Operations Plan will be a living document that will change according to situations and circumstances at the College. The Director of Crisis and Emergency Management will ensure that the EOP remains current and functional.

The HC-EMAT will review the EOP annually.

The EOP will be updated as appropriate and as informed by issues identified by the drills and exercises, changes in the organization structure, facilities, technological changes, etc. Approved changes will be incorporated into the EOP and made available online. The Director of Crisis and Emergency Management will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the EOP and function in the College Incident Command System.