



University of Missouri

2023 Emergency Operations Plan



THIS PAGE INTENTIONALLY LEFT BLANK

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

Letter of Promulgation

The University of Missouri (MU) is the flagship campus of the University of Missouri System. MU was established in 1839 and was the first publicly supported institution of higher education to be established west of the Mississippi River. Our mission as a land-grant university and Missouri's only public research and doctoral-level institution is to achieve excellence in the discovery, dissemination, preservation, and application of knowledge. Our vision is to advance the opportunities for success and well-being for Missouri, our nation, and the world through transformative teaching, research, innovation, engagement, and inclusion.

In fulfilling our mission, we are committed to protecting the lives and well-being of our campus community (students, faculty, staff, and visitors), as well as protecting our educational and research facilities. We view this commitment as our highest responsibility. Through authorities delegated by the University of Missouri Board of Curators this Emergency Operations Plan (EOP) has been developed to help meet that commitment.

While it is impossible to consider and plan for every conceivable disaster, this EOP applies an all hazards approach to disasters or emergencies that are of a scale requiring actions beyond routine university operations. The plan sets out a command structure, authorities, and responsibilities for our campus community to be aware of and rely upon to respond most appropriately to any event. It identifies common actions considered/implemented, regardless of the hazard/cause and threat-specific hazards.

The ability to successfully prepare, mitigate, respond, and recover from any disaster is directly related to the level of engagement and support given by the entire campus community. It is **everyone's** responsibility to know their role in a disaster and to respond accordingly. The entire campus community should review and be familiar with this plan to support our community and be part of the collective response and recovery from any disaster.

Thank you,



Mun Y. Choi, Ph.D.
President
University of Missouri

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

Plan Approval and Implementation

This Emergency Operations Plan has been prepared to guide the University of Missouri (MU) in responding to a disaster or large-scale emergency that has or threatens to, adversely impact the campus community, campus facilities, or campus properties.

Authority for this plan originates from the University of Missouri Board of Curators. Any modifications made to this plan must be approved by the UM President or their assigns, as stipulated in formal Delegation of Authority documents.

This plan replaces, rescinds, and supersedes all previous versions.

Approved:  Date: 7/14/23
Mark Diedrich,
Emergency Management Director,
University of Missouri System

Approved:  Date: 7/14/2023
Brian Weimer,
Police Chief/Emergency Management Coordinator,
University of Missouri

Approved:  Date: 7/24/2023
Sarah Chinniah,
Vice Chancellor for Business Operations and Strategic Initiatives,
University of Missouri

Approved:  Date: 8/23/2023
Latha Ramchand, Ph.D.,
Provost and Executive Vice Chancellor,
University of Missouri

Approved:  Date: 11/27/2023
Mun Y. Choi, Ph.D.,
President,
University of Missouri

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

Record of Changes

Description of Change	Entered By	Date Entered
The 2018 EOP underwent complete review and editing between March 2022 through June 2023 as part of a campus-wide update.	Brian Allen	6/21/2023
Clarified the responsibilities of MUPD and UMSEM regarding emergency management on campus (Page 5)	Mark Diedrich	7/14/2023
Changed the responsibility of establishing an EOC from MUPD to Incident Command (Page 7)	Mark Diedrich	7/14/2023
Clarified UMSEM support to MUPD for Plan updates/revisions (Page 12)	Mark Diedrich	7/14/2023
Added UMSEM responsibility to disseminate hard copies of the plan (Page 13)	Mark Diedrich	7/14/2023
Clarified the distinction between this plan and the MUHC plan.	Mark Diedrich	7/21/2023
Corrected the number of schools and colleges (Page 1)	Mark Diedrich	8/22/2023
Added membership to AAU (Page 1)	Mark Diedrich	8/22/2023
Added note to Threat Hazard Table for clarification (Page 4)	Mark Diedrich	8/22/2023
Moved the acronym list from an appendix to become part of the basic plan	Mark Diedrich	09/18/23
Made updates and corrections to Section 10.0 Authorities and References	Mark Diedrich	09/29/23
Updated Table of Contents	Mark Diedrich	11/28/23

Record of Changes captures those edits made during the current revision period and one revision period prior. This MU EOP and all previous versions are maintained in the UM System Office of Emergency Management according to the records and retention policy.

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

Record of Distribution

This plan is maintained by the University of Missouri System, Office of Emergency Management, and MUPD on a restricted-access drive. It has been electronically distributed, unredacted, to the University of Missouri administration, faculty, and staff who have a need for full access to the plan. A redacted version (sensitive information removed) of the plan is posted and available for review on the University of Missouri Emergency Management webpage.

The plan has also been distributed to external community partners who were engaged in drafting this plan and who will support any disaster response on this campus.

Acronym List

ADA	Americans with Disabilities Act
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
BCJC	Boone County Joint Communications
BOC	Board of Curators
BPPM	Business Policy and Procedures Manual
BSC	Building Safety Coordinator
BSL	Biosafety Level
CAD	Computer-Aided Dispatching
CDC	Centers for Disease Control and Prevention
CALEA	Commission on Accreditation for Law Enforcement Agencies
CCT	Crisis Communications Team
CDS	Campus Dining Services
CF	Campus Facilities
CF-EM	Campus Facilities-Energy Management
CF-FO	Campus Facilities-Facility Operations
CF-LS	Campus Facilities-Landscape Services
CFD	City of Columbia Fire Department
CFR	Code of Federal Regulations
CI	Critical Infrastructure
CMCO	Chief Marketing and Communications Officer
COOP	Continuity of Operations Plan
CRR	Collected Rules and Regulations
DAC	Damage Assessment Coordinator
DAFN	Disabilities, Access and Functional Needs (persons with)
DHS	Department of Homeland Security
DMAT	National Disaster Medical Assistance Team
DMORT	National Disaster Mortuary Operations Response Team
DoIT	Division of Information Technology
E&G	Education and General
EAP	Emergency Action Plan
EHS	Environmental Health & Safety

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

eICS	Electronic Incident Command System
EM	Emergency Management
EMC	Emergency Management Coordinator
EMD	Emergency Management Director
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPG	Executive Policy Group
ERG	Emergency Relocation Group
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FERPA	Family Educational Rights and Privacy Act
FIC	Facilities and Infrastructure Coordinator
GSB	General Services Building
HIPAA	Health Insurance Portability and Accountability Act
HSPD	Homeland Security Presidential (or Policy) Directive
HVA	Hazard and Vulnerability Analysis
IACLEA	International Association of Campus Law Enforcement Agencies
IAP	Incident Action Plan
IC	Incident Command
ICC	Incident Command Center
ICP	Incident Command Post
ICS	Incident Command System
IPP	Integrated Preparedness Program
ISM	Incident Support Model
ISP	Incident Support Plan
JIC	Joint Information Center
JOSCM	Joint Office of Strategic Communications
LEP	Limited English Proficiency
LIDR	Laboratory for Infectious Disease Research
MCI	Mass Casualty Incident
MEF	Mission Essential Function
MOA	Memorandum of Agreement
MO DMAT 1	Missouri Disaster Medical Assistance Team
MO DMORT 1	Missouri Disaster Mortuary Operations Response Team
MOU	Memorandum of Understanding
MU	University of Missouri-Columbia campus
MUHC	MU Health Care
MULES	Missouri Uniform Law Enforcement System
MUPD	University of Missouri Police Department
MURR	MU Research Reactor
NIMS	National Incident Management System
NPG	National Preparedness Goal

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NRRC	Notification, Reception, and Reunification Center
NWS	National Weather Service
OEM	Office of Emergency Management
PC	Personal Computer
PL	Public Law
POTS	Plain old telephone system
PPD	Presidential Policy Directive
PPE	Personal Protective Equipment
RCC	Reception and Care Coordinator
RSMo	Revised Statutes of Missouri
SARA	Superfund Amendment and Reauthorization Act
SAVE	Structural Assessment and Visual Evaluation program
SEMA	State Emergency Management Agency
SMS	Short Messaging Service (aka Text messaging)
SNS	Strategic National Stockpile
START	Simple Triage and Rapid Treatment
U.S.C.	United States Code
UC	Unified Command
UM	reference to University of Missouri System
UMSEM	University of Missouri System Emergency Management
UPS	Uninterruptible Power Supply(ies)
VOAD	Volunteer Organizations Active in Disasters
VOIP	Voice-over internet protocol

THIS PAGE INTENTIONALLY LEFT BLANK

Table of Contents

Letter of Promulgation.....	ii
Plan Approval and Implementation	iii
Record of Changes	iv
Record of Distribution	v
Acronym List	v
1.0 Introduction.....	1
1.1 Overview	1
1.2 Purpose.....	2
1.3 Authorities	2
1.4 Scope.....	3
1.5 Assumptions	3
1.6 Hazard and Vulnerability Analysis (HVA)	4
2.0 Concept of Operations.....	4
2.1 Emergency Priorities	4
2.2 Emergency Responsibilities	5
2.3 Emergency Management.....	5
2.4 Emergency Activation	6
3.0 Organization and Assignment of Responsibilities	6
4.0 Command and Control.....	7
4.1 Levels of Readiness and Activation	7
4.2 Delegations of Authority	8
4.3 Lines of Succession	8
4.4 Emergency Operations Center (EOC)	8
4.5 Executive Policy Group	10
4.6 MU Resources	10
5.0 Information Collection, Analysis, and Dissemination	11
6.0 Communications	11
7.0 Training and Exercises	11
8.0 Administration, Finance, and Logistics	12
8.1 Agreements and Contracts	12
8.2 Record Keeping During Emergency Activations	12
9.0 Plan Development, Administration, and Maintenance	12
9.1 Plan Development.....	12

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

9.2 Plan Administration and Maintenance.....	13
10.0 Authorities and References	13

Appendices

BP-01	UM System EOC Handbook
BP-02	UM System ICS Handbook
BP-03	MU Executive Policy Group Handbook
BP-04	UM System Integrated Preparedness Program (IPP)

Functional Annexes

- A. Communications Systems and Warning
- B. Crisis Communications
- C. Continuity of Operations (COOP)
- D. Donations and Volunteer Management
- E. Emergency Mass Sheltering
- F. Evacuation and Transportation
- G. Recovery
- H. Reunification
- I. Security
- J. Shelter-in-Place or Secure-in-Place

Threat and Hazard-Specific Annexes

- K. Active Threat (Active Assailant, Bomb Threat/Suspicious Package, Civil Unrest)
- L. Earthquake (*In development*)
- M. Hazardous Materials Incident (*In development*)
- N. Infectious Disease Outbreak
- O. Mass casualty incident (*In development*)
- P. Severe Weather (tornadoes, high winds, hail, lightning, snow/ice)

Department-Specific Plans

- Q. Intercollegiate Athletics Facilities Plans (*In development*)
- R. Campus Facilities Plan (*In development*)

1.0 Introduction

1.1 Overview

The University of Missouri (MU), established in 1839, stands as the flagship school of the University of Missouri System. The sprawling 1,262-acre main campus is located within the city of Columbia in Boone County, Missouri, boasting an impressive array of over 300 buildings. As a land grant university, MU dedicates itself to providing essential services to the citizens of Missouri through its extension services.

Notably, the campus is also home to the University of Missouri Hospital (MUHC), a prominent university hospital. Despite sharing the same campus grounds, MUHC operates with its distinct emergency response plan, tailored specifically to address any potential medical emergencies that may arise within its facility. Alongside the university's comprehensive emergency response plan, this separate approach ensures that both academic and healthcare emergencies can be managed efficiently and effectively.

MU prides itself on offering world-class educational opportunities across a spectrum of disciplines, encompassing more than 300 degree programs spread across 13 colleges and professional schools. The university's commitment to excellence attracts students from all 50 states and over 100 countries, fostering a truly global learning environment.

Recognized as a leader in cutting-edge research, MU is a proud member of the Association of American Universities (AAU) and has earned the prestigious designation of "Highest Research Activity" by the Carnegie Classification of Institutions of Higher Education. The university's contributions extend beyond national borders, as it continues to make a significant impact through innovative research spanning multiple disciplines on both the national and international stage.

Enrollment includes approximately 31,000 undergraduate students and approximately 5,000 graduate/professional students. MU employs approximately 17,000 faculty and staff.

As a result of the variety of disasters that could impact this university, the MU Emergency Operations Plan (EOP) has been developed as an all-hazards plan in accordance with federal guidance that includes concepts, procedures, and principles to be relied upon during a response, regardless of the nature of an event. MU has incorporated the National Incident Management System (NIMS) as the standard for managing response activities into this plan. This EOP is in line with the National Response Framework (NRF) and is intended to address situations that may affect the safety and well-being of our MU campus community (faculty, staff, students, and visitors) and visitors to the campus, along with all university operations, property, and facilities.

This EOP focuses on the overall planning and response to planned events and unplanned

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

incidents affecting the campus community, including persons with disabilities, accessibility and functional needs, visitors, and campus facilities/property in a coordinated approach. The EOP relies upon functional annexes to address more common actions in response to incidents, regardless of cause, and hazard-specific annexes for issues unique to certain actions, events, or facilities. Where appropriate, MU departments with a primary and/or supporting role are identified in the annexes. Certain university departments and facilities have developed additional emergency plans, contingencies, and procedures necessary to manage unique considerations and circumstances in responding to an emergency.

Additionally, each MU building has a designated building safety coordinator and a building-specific Emergency Action Plan and Evacuation Plan. Each building's Emergency Action Plan and Evacuation Plan ensures that persons with disabilities, accessibility, and functional needs are integrated into planning. The building safety coordinator is responsible for carrying out specific functions in response to an emergency to ensure life safety and health, and protection of property.

The EOP may be activated in response to a campus, local, regional or national crisis that may affect MU or the Columbia area. This plan does not address specific hazards of, or responses to, MU facilities in other counties in Missouri.

1.2 Purpose

The purpose of this document is to establish actions, policies, procedures, and authorities that will allow MU to save lives, minimize injuries, protect property, preserve a functioning administration, and maintain activities essential to its survival and recovery from all hazards. It establishes the guidelines for conducting efficient, effective, coordinated emergency operations involving the use of all resources belonging to MU or available to it. The MU EOP is intended to be flexible and scalable to match the conditions of any event or incident.

1.3 Authorities

This EOP has been developed and maintained pursuant to and in compliance with, applicable University of Missouri (UM) System Collected Rules and Regulations (CRR) and Policies, MU Policies and Procedures, state statutes/regulations, and federal laws and guidance/standards. A comprehensive listing of applicable policies, rules, laws, and standards used for guidance, compliance, and authority to develop this EOP is found within Section 10, Authorities and References, of this Basic Plan.

The campus emergency authorities referenced in this EOP originate from the University of Missouri Board of Curators through the UM System President (President). The President also serves as Chancellor of the MU campus. The President has the authority to declare a state of emergency exists on the campus, to activate this plan, and otherwise take all measures necessary to address the state of emergency. The President also has the authority to further delegate responsibilities and authorities to MU personnel in response to a declared campus state of emergency.

1.4 Scope

This EOP is intended for managing any planned event or unplanned emergency event that requires heightened coordination to ensure a successful outcome and/or a time-sensitive response to protect and preserve life and/or property and, otherwise, stabilize conditions. For purposes of this EOP, an emergency is generally defined as an incident(s) that substantially disrupts campus operations or is outside of a department's normal scope of operation/capability to address, which may trigger activation of this plan.

Certain events/incidents may exceed the university's capacity to respond and manage adequately. This EOP has been prepared in coordination with and input from our local response agency partners, who are committed to supporting response and recovery efforts that affect MU. Protocols are in place to reach additional local, state, and federal resources, should they be needed. MU also maintains contracts and agreements with private service companies/vendors that may be activated to respond upon request.

1.5 Assumptions

This EOP is intended to address any large-scale emergency/disaster that may impact the campus and is based on conditions and assumptions considered worst-case. These assumptions include, but are not limited to:

- Impacts and emergency conditions will not be restricted to the campus. The surrounding community will be affected simultaneously.
- The majority of students, faculty, and staff will either have a personal emergency plan or follow the directions of first responders, who will direct them to safety.
- Normal campus operations may be suspended for the duration of the emergency.
- Emergency services may be delayed to campus (medical, search and rescue, fire, law enforcement, food/sheltering).
- Multiple buildings and structures may be damaged or destroyed.
- Multiple persons may be injured or killed.
- Multiple persons may be trapped in collapsed structures, including persons with disabilities, accessibility, and functional needs.
- Utilities may be interrupted to impacted areas of campus.
 - Exposed electric, water line, and/or steam line breaks may create additional hazards.
 - Communications and information systems services may be interrupted or overwhelmed.
- Several roadways may be temporarily impassable.
- On-campus resources and equipment may be temporarily inaccessible.
- The campus will need to rely upon its on-site resources and manage emergency operations alone for the first several hours following the incident.

1.6 Hazard and Vulnerability Analysis (HVA)

MU is at risk from several potential natural, technological, and human-caused hazards. A Hazard and Vulnerability Analysis (HVA) is conducted annually, which ranks the probability of several hazards and their impact(s) to the campus for the current planning cycle.

The following table identifies those high and moderate threats and hazards identified for MU. *Note: Threat/Hazard classification refers to **probability**, not impact.*

Threats/Hazards	
High Threat/Hazard	• Tornado / Severe Thunderstorm • Ice Storm • Cyber Threat/Information Technology Failure • Fire
Moderate Threat/Hazard	• Active Assailant/Intruder Threat • Civil Unrest • Pandemic

2.0 Concept of Operations

MU incorporates preventive, protective, and mitigative measures into daily operations. These efforts are managed and implemented by those departments responsible for respective university operations.

MU post-emergency recovery processes are primarily captured through individual department continuity of operations plans (COOP) and/or recovery plans. Those plans identify priorities and procedures for reestablishing university operations to pre-event levels in a logical, measured process.

Several mitigation and recovery considerations are addressed herein, but this section of the Basic Plan primarily focuses on priorities, actions, and responsibilities for responding to and managing an emergency that impacts the campus.

2.1 Emergency Priorities

The University's top priorities during an emergency are:

- Protect lives and the health and safety of the campus community, visitors, and

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

emergency responders.

- Protect university facilities/property and minimize impacts.
- Preserve and stabilize campus infrastructure (utilities, communications systems, information systems) to the extent practical
- Protect and preserve research operations to ensure continuity, integrity, and safety.
- Establish and maintain communications, both external and internal, to include issuing regular updates on the status of the emergency and response efforts.
- Arrange and coordinate for additional resources needed to support response efforts.
- Identify and initiate recovery efforts for restoring full university operations and restoring infrastructure.
- Establish accurate record-keeping and documentation of response and recovery actions, expenses, procurements, staffing, etc., attributable to the emergency.

2.2 Emergency Responsibilities

The President is responsible for the overall preparedness, response, and recovery from any incident that negatively impacts the campus community, our visitors, or our facilities/property. The President has delegated responsibilities for emergency management to MUPD with support from the UM System Emergency Management Office. Efforts to ensure these responsibilities are met include:

- Planning, training, and exercising on emergency response and preparedness.
- Extending planning, training, and exercising efforts to local response agencies to enhance response capabilities.
- Establishing and maintaining relationships with local response agencies.
- Identifying additional sources of support and collaboration (non-governmental/volunteer organizations, state, and federal government partners, private vendors) and entering memorandums of understanding, memorandums of agreement, and contracts, as applicable, to make those resources readily available.
- Ensuring appropriate delegations of authority and lines of succession are created and maintained (See Sections 4.3 and 4.4, respectively).

2.3 Emergency Management

The UM System Emergency Management office is delegated the responsibility to manage and direct the system-wide Emergency Management Program, and MUPD is responsible for emergency management on campus. Both offices will work side by side throughout all five mission areas (outlined below) of emergency management:

Prevention – Actions taken to decrease the likelihood that an event or crisis will occur. This includes the review of existing campus and local area data, assessments of facilities and grounds to determine vulnerabilities, and assessments of the culture and climate to prevent violence, accidents and harm to the campus and its community.

Protection – Protect our campus community, including persons with disabilities,

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

accessibility and functional needs, visitors, operations and assets against threats and hazards in a manner that allows the university to thrive.

Response – Actions taken by individuals/departments to contain and resolve an emergency effectively.

Mitigation – Actions taken by individuals/departments to eliminate or reduce the loss of life and property damage related to an event or crisis.

Recovery – Establishment of procedures, resources and policies by individuals/departments to return to normal functioning. Recovery is an ongoing process that will vary based on the nature and scope of the emergency. The goal is to resume normal operations in a safe environment.

All UM System campuses participate in the system-wide Emergency Management Program. UM System Emergency Management works closely with MU on plan reviews/updates, training, and exercises to ensure a state of readiness/preparedness exists to respond to large-scale emergency incidents. In addition, the UM System Emergency Management office is prepared to help support MU in the event of an emergency activation.

The MU Police Department (MUPD), Chief of Police, is MU's designated Emergency Management Coordinator (EMC). The Chief of Police may delegate this responsibility when appropriate.

2.4 Emergency Activation

In addition to the President, the MUPD Chief and designated senior leaders have been delegated authority to activate this EOP, including all appropriate Annexes, in response to an event that has or is likely to, substantially and negatively impact the campus. (See Section 4.2, Delegations of Authority)

The awareness of an incident is situationally dependent. In the case of a predicted or forecasted event that may negatively affect the campus, such as forecasted severe weather or a planned protest, the EOP may be activated in anticipation of the event itself. With no-notice events, awareness may come from a variety of sources, such as, but not limited to, MUPD, faculty, staff, students, and media reports.

Regardless of how an incident is discovered/communicated, initial communications will be triggered to emergency management and university leadership, following established protocols/call-down lists, to get information to appropriate personnel with authority, who will determine whether EOP activation is appropriate.

3.0 Organization and Assignment of Responsibilities

MU has identified and designated various campus department staff with certain responsibilities/roles during normal operations to fulfill similar roles during an emergency activation. Examples include Residential Life staff will ensure the care of its residents; MUPD will provide campus security; and Campus Facilities will provide for repairs and stabilization of structures and infrastructure. All these responsibilities/activities will require prioritization, coordination, and support provided through primarily, the Emergency Operations Center (EOC; See Section 4.4, Emergency Operations Center, and Appendix BP-01, UM System EOC Handbook). Representatives staffing the EOC will be pre-assigned to the most appropriate section based on their roles/responsibilities and by their department.

4.0 Command and Control

MU uses the National Incident Management System (NIMS), a standardized framework that enables effective coordination, communication, and collaboration among various agencies and organizations involved in emergency response and management. Furthermore, MU relies upon the Incident Command System (ICS) for its organizational structure to manage on-scene operations. The ICS structure can be expanded or contracted to manage an incident while maintaining a clear chain of command and clear responsibilities for activated positions. See the UM System ICS Handbook (Appendix BP-02) for overarching guidance on incident management that includes ICS position descriptions. Incident Command may, at their discretion, request an EOC be established to support incident activities.

The use of NIMS and ICS, including common language, integrated communications, and established locations for various operations, is required during all activations and will be incorporated into all training and exercises.

4.1 Levels of Readiness and Activation

MUPD continually monitors events on and off campus; the EOC remains inactive during routine operations without any specific ongoing situations. However, when the need arises to activate the EOC, it operates at one of three levels to fulfill its mission.

Level	Activation Title	Description
3	Assessment	Assessing the situation. There is potential for an emergency, but no immediate threat to life or property. A public warning <i>may</i> be needed.
2	Partial Activation	Escalation from non-routine emergencies. Possible multi-departmental response.
1	Full Activation	EOC team is activated, including personnel from all assisting university departments, to support the response to a major incident or credible threat.

4.2 Delegations of Authority

The President, per authorities, delegated from the University of Missouri Board of Curators, is the University's Chief Executive and is ultimately responsible for the university's operations, including during declared campus states of emergency. The President has the authority to activate this EOP, the EOC, and to take whatever other measures are necessary to resolve the emergency. The President is also authorized to delegate authority to select MU staff to ensure a more rapid, effective response to an emergency.

When unavailable, the President has delegated the authority to declare a campus state of emergency, activation of the EOP, and activation of the EOC to the following university leadership positions:

- Provost and Executive Vice Chancellor
- Associate Vice President for Academic Affairs & Chief of Staff
- Senior Vice Provost
- Vice Chancellor for Business Operations and Strategic Initiatives
- Vice Chancellor, Student Affairs
- Executive VP for Finance and Operations & CFO
- Chief of Police

Any of the above-named positions may declare an emergency anytime circumstances dictate. There is not any preferential order intended or implied. In other words, the MU Chief of Police, or their designee, has the immediate authority to declare an emergency when circumstances warrant.

4.3 Lines of Succession

In the event the President cannot be reached in a timely manner or is otherwise unavailable, the following positions have been designated to assume the duties and responsibilities of the President, in the order listed, during a declared campus state of emergency.

1. Provost and Executive Vice Chancellor
2. Senior Vice Provost
3. Executive VP for Finance and Operations & CFO
4. Associate Vice President for Academic Affairs & Chief of Staff
5. Vice Chancellor, Student Affairs

In addition, campus operations/departments/academic schools have Lines of Succession established for their respective operations/departments/schools.

4.4 Emergency Operations Center (EOC)

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

MU currently lacks a dedicated and fully operational Emergency Operations Center (EOC), which may lead to delays in establishing and staffing a functional EOC to support an incident effectively. Upon a campus state of emergency being declared, or as otherwise deemed appropriate, the MU Emergency Management Coordinator is responsible for standing up the MU EOC, which is in a secured area of the main MUPD station (901 Virginia Avenue) identified as the MUPD Conference room.

Alternate EOC locations have been designated in the event the primary location is not available:

- MU General Services Building (900 E Stadium, Columbia, MO), Forums I & II. The location is hereafter referred to as 194 A&B, GSB
- Boone County Office of Emergency Management (2145 County Drive, Columbia, MO 65202). The location is hereafter referred to as Boone County EOC

The EOC shall be staffed sufficiently to support the incident. If a field Incident Command Post is not established, then all command and control of the event rests within the EOC and the established IC structure. If multiple response agencies are involved and/or multiple jurisdictions, the Incident Commanders from the response agencies will form a Unified Command (UC). The UC will share situational awareness and agree on collaborative incident objectives. The UC will also determine what ICS positions to activate to respond to the emergency condition and coordinate directly from within the MU EOC. The UC structure will remain in place until it is determined that a single IC will suffice to continue operations.

The MU Emergency Management Coordinator, or their assigns, may serve as the EOC Director, Incident Commander, or as part of a UC, as conditions dictate.

The MU EOC uses the Incident Support Model (ISM), which includes Command Staff Positions (Public Information Officer, Safety Officer, Liaison Officer, and EOC Director) and General Staff positions (Situational Awareness Section, Resources Support Section, Planning Support Section, and Center Support Section). The EOC Director will activate/designate Command Staff positions to coordinate and support their counterparts assigned to the IC/UC; and General Staff positions. MU personnel will staff the various sections based upon their normal roles/responsibilities and by department. Refer to Appendix BP-01 for the UM System EOC Handbook. This is the detailed, separate reference document for providing guidance and structure to personnel staffing the EOC. The UM System EOC Handbook provides adequate detail and definition of the ISM.

At a minimum, the MU EOC is responsible for:

- Maintaining accurate situational awareness and disseminating information.
- Determining tasks and coordinating/communicating those tasks with campus staff and all agencies supporting the response.

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

- Creating Incident Action Plans (IAPs) and planning for subsequent operational periods (if requested by the IC/UC or there is no IC/UC established).
- Creating Incident Support Plans (ISPs) to coincide with, and support, IAPs.
- Ensuring appropriate staffing to meet the demands of the emergency.
- Regular interaction/communication with the MU Executive Policy Group (EPG) and disseminating that information/direction as appropriate.
- Establishing and ensuring internal and external situational updates are communicated regularly, including to the public, the campus community, and supporting external response agencies.
- Receiving, prioritizing, and fulfilling resource requests, including procuring resources from external sources, in support of IC/UC.
- Supporting large-scale evacuations and/or large-scale mass care operations, as needed.
- Establishing resource and financial tracking processes for accountability and potential cost recovery.
- Coordinating with other EOCs (local, state, federal, as well as other UM system campus EOCs) that may be activated regarding the emergency, up to, and including, deploying MU representatives to other activated EOCs as well as accommodating other agency/EOC representatives in the MU EOC.

4.5 Executive Policy Group

In the event of a campus state of emergency, the MU Executive Policy Group may be activated and assembled. The Executive Policy Group consists of senior leadership at MU, led by the President, and their role entails staying informed about the emergency situation and response efforts. They provide policy guidance, strategic direction, and support/authority to the Emergency Operations Center (EOC) and Incident Command/Unified Command (IC/UC).

The Executive Policy Group may convene by phone, virtually, or in-person, or any combination therein, that allows efficient and effective communication. The Executive Policy Group may assemble in person at the EOC or at another suitable location.

Refer to Appendix BP-04 for the MU Executive Policy Group Handbook, including a roster. This group may be expanded or contracted as leadership deems appropriate to address circumstances surrounding an incident.

4.6 MU Resources

In many respects, MU resembles a small city, based on the size of the campus community, the diversity of its operations, the ability to provide power and water, and the level of personnel and equipment that is required to conduct normal operations. During an emergency activation, MU equipment and personnel will be identified as assets and will be directed accordingly based upon the need and priority. This will require inter-departmental coordination of resources to ensure they are deployed appropriately to

address priorities.

5.0 Information Collection, Analysis, and Dissemination

Several sources of information shall be accessed and monitored during any EOC activation. Examples of information include:

- National Weather Service forecasts and modeling
- Situational updates from responders in the field
- Updates from EOC staff, law enforcement, local response agencies, other EOCs, state, and federal agencies
- Media outlets
- Social Media platforms

Information will be verified, when appropriate, before relying upon it for planning, prioritizing or making operational/policy decisions.

Verified information will be incorporated into planning for upcoming operational periods as part of preparing Incident Support Plans/Incident Action Plans. Communications (Public Information) will incorporate the verified information into regular updates to the Executive Policy Group, the campus community and to the public.

6.0 Communications

Timely and accurate information for responders, the campus community, and the public is essential. MU has the capability to issue mass notifications/alerts by phone, text, and email and to direct notifications to specific groups if warranted.

Details for MU Communications capabilities and procedures can be found in Annex A, Communication Systems and Warning, and Annex B, Crisis Communications, combined.

7.0 Training and Exercises

The UM System Emergency Management Office has established a comprehensive Integrated Preparedness Program (IPP) that is a part of the System-wide Emergency Management Program and is administered across all UM System universities.

This plan shall be subject to training and exercise efforts established within the UM System Emergency Management IPP. See BP-04 for the IPP document.

The IPP identifies specific training for any staff performing emergency-related functions on behalf of the UM System. Training is identified as required or optional, dependent upon the role being filled, and is tracked to ensure compliance.

The IPP has also established a multi-year exercise program, consisting of varying levels of involvement (drills, tabletop exercises, functional exercises, etc.) and content that is administered for each UM System campus. Input and direction for scheduling the level and content for exercises is provided by a Training and Exercise Group that includes representatives from all UM campuses and multiple disciplines.

8.0 Administration, Finance, and Logistics

8.1 Agreements and Contracts

The UM System and MU have numerous standing contracts for equipment and services. MU has ready access to these contracts. If there is a need to procure services and equipment that is not contracted, UM System Policy 26101, Procurement Authority (https://www.umsystem.edu/ums/policies/finance/procurement_authority), provides guidance and direction for routine purchasing operations. UM System Policy 26402, Special Purchases (https://www.umsystem.edu/ums/policies/finance/special_purchases), provides guidance and direction for emergency purchasing, such as when human life or property is endangered.

MU is a signatory to standing Memorandums of Agreement (MOA) and Memorandums of Understanding (MOU) that allow for an efficient process when requesting/receiving or rendering service with other signatories of the MOA/MOU. Mutual Aid agreements are also in place, either directly or through extension with our local response partners, that allow for additional resources to be requested/received as appropriate.

Requests for assistance from the county, the State of Missouri, or the federal government should be submitted to or through the Boone County Office of Emergency Management and must be made by the UM System President or his designee.

8.2 Record Keeping During Emergency Activations

Tracking is typically conducted in the EOC by the Resources Support Section, which is staffed by subject matter experts in procurement/purchasing. There may be circumstances where departments must conduct their own tracking (outside of the EOC). When those circumstances arise, the additional tracking will be submitted to the Resources Support Section for inclusion in the incident/event tracking.

9.0 Plan Development, Administration, and Maintenance

9.1 Plan Development

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

This EOP, including all appendices, annexes, and other attachments, has been developed with input from multiple campus stakeholders referenced in the plan, the UM system Emergency Management Office, and local response agency partners. It has been reviewed and approved by the President.

This plan is an all-hazards plan, which warrants active input from many perspectives to ensure the highest state of preparedness possible. Development of this plan involved engaging stakeholders individually and collectively, which has enhanced awareness of MU's capabilities and strengthened relationships across the entire campus community.

9.2 Plan Administration and Maintenance

MUPD is designated as the responsible party for the EOP and with assistance from the UM System Emergency Management Office, will review and update this plan at least once annually. Revisions will be made as needed throughout the year.

The EOP, including all appendices, annexes, and other attachments, will be stored on a cloud-based system and will be classified as read-only for end users with access.

10.0 Authorities and References

Below is a listing of various policies, rules, laws, and standards used for guidance, compliance, and authority to develop the plan. Hard copies will be kept at MUPD, the EOC, and the UM System Emergency Management Office. the UM System Emergency Management office will coordinate the dissemination of the hard copy plans.

UM System Policies and Collected Rules and Regulations (CRRs)

-CRR 20.020 Board of Curators (BOC) provides authority to UM President (this allows President to make all decisions related to university operations – including disaster/emergency-related decisions).

-CRR 110.060 BOC appoints UM President “Director of Disaster Relief” (expands on Presidential powers to make and change plans and system operations related to disasters or enemy attack).

-CRR 20.030 UM President provides authority to each UM System campus Chancellor to make decisions for the respective campuses.

-CRR 20.075 Authorizes Chancellors to declare an emergency exists on their campus. This allows for operations to be conducted outside of “normal” policy/procedure, when warranted, to address the emergency condition(s) most

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

effectively.

-CRR 80.010 Provides general procurement authority to the UM President, who further delegates that authority.

-CRR 85.010 Risk Management Policy affirming the University's commitment to providing facilities and environment that ensures protection from injury and property damage to the extent practicable.

-CRR 85.020 Affirmation that the University will operate in full compliance of all laws and applicable regulations related to hazardous chemicals and radioactive materials and will provide training and resources to ensure compliance.

-CRR 200.020 Rules of Procedures in Student Conduct Matters/Student Organizations.

-CRR 340.130 Work-Incurred Injury or Illness. Defines eligibility for Worker's Compensation coverage extends to academic and non-academic employees, full- and part-time, including student employees.

-CRR 490.010 Defense and Protection of Employees, establishes policy under which university will provide for defense and protection against loss, damage or expense to Employees, Students, and "duly authorized Volunteers."

-CRR Chapter 600 Equal Employment/Educational Opportunity. Establishes rules governing equal opportunity and non-discrimination, as well as procedures for addressing related misconduct.

-UM System Policy 26101 Procurement Authority Provides framework for procurement authorities – includes reference to emergency conditions.

-UM System Policy 26402 Special Purchases Provides expanded details on emergency procurement.

MU Policies and Procedures

-MU Business Policy and Procedures Manual (BPPM) Provides MU faculty and staff with policies and procedures pertaining to the daily business operations of the University.

State Statute/State Regulations/Executive Orders

-RSMo Ch 44 Missouri statute covering powers provided to the Governor during times of emergency, including the ability to suspend certain statutes/regulations, to effectively manage the disaster/emergency conditions, creation of a disaster fund, authorizes establishing mutual-aid agreements (and pursue reimbursement for

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

services), and supporting local jurisdictions to respond/recover from a disaster.

-RSMo Ch 174.700 Missouri statute authorizing the governing bodies of state colleges and universities to hire university police officers with powers to enforce regulations established under 174.709 and general motor vehicle laws of this state in accordance with section 174.712, protect persons, property, and to preserve peace and good order only in the public buildings, properties, grounds etc., over which it has charge or control and to respond to emergencies or natural disasters outside of the boundaries of university property and provide services if requested by the law enforcement agency with jurisdiction.

-RSMo Ch 287.010 Missouri Workers' Compensation Law that extends to all university employees, including student employees, part-time employees and some volunteers.

-RSMo Ch 610 Missouri Sunshine Law – Missouri statute concerning open meetings and records. Generally requires that records, including operational procedures and plans, are open, but contains various exceptions allowing for closure, including security measures for security systems that, if disclosed, have the potential to endanger the health or safety of an individual or the public; operational guidelines, policies and specific response plans or use in responding to or preventing any critical incident which has the potential to endanger individual or public safety or health; and structural plans of real property.

-Missouri Governor Executive Order 05-42; November 14, 2005. Identifies NIMS as the standard for use in the State of Missouri

Federal Acts/Regulations

-Civil Rights Act of 1964; PL 88-352; amended Civil Rights Acts of 1957 and 1960, respectively. Federal civil rights and labor law that prohibits discrimination based on race, color, religion, sex, and national origin.

Presidential E.O. 13166 (8/11/2000) addressing access for persons with Limited English Proficiency.

-Higher Education Act of 1965; PL 89-329, November 8, 1965. Establishes programs to provide access to financial aid to qualified post-secondary students.

-Education Amendments of 1972 PL 92-318, June 23, 1972. 35 CFR 106. Most known for Title IX, which prohibits discrimination based on sex in educational institutions receiving federal aid.

-Rehabilitation Act of 1973 PL 93-112, 29 U.S.C. § 701 et seq. Federal law prohibiting discrimination based on disability in programs receiving federal financial assistance.

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

-Family Educational Rights and Privacy Act of 1974 (FERPA); 20 U.S.C § 1232g 34 CFR 99 Federal law that protects the privacy of student education records.

-The Clery Act; PL 101-542, 1990. 34 CFR 668. Amends the Higher Education Act of 1965 by requiring colleges and universities to report campus crime data (daily and annually), support victims of violence, and publicly outline policies and procedures.

-The Robert T. Stafford Disaster Relief and Emergency Assistance Act PL 100-707, November 23, 1988. Federal law that provides an orderly and systematic means of federal natural disaster assistance for state and local governments in carrying out their responsibilities to aid citizens. The act amended the Disaster Relief Act of 1974 and its predecessor, the Federal Civil Defense Act of 1950, PL 920.

-The Americans with Disabilities Act of 1990 (ADA); PL 101-336, 42 U.S.C Ch 126 § 12101 et seq. July 26, 1990. Federal civil rights law that prohibits discrimination based on disability.

-The Post-Katrina Emergency Management Reform Act of 2006; PL 109-295, 6 U.S.C. 701, October 4, 2006. Significantly reorganized FEMA and provided authority to remedy gaps found in planning/response efforts to Hurricane Katrina regarding persons with disabilities.

-Health Insurance Portability and Accountability Act (HIPAA); PL 104-191, August 21, 1996. Requires the creation of national standards to protect sensitive patient health information from being disclosed without the patient's consent or knowledge.

-HSPD 5 – PL 107-296, February 28, 2003. Homeland Security Presidential Directive that introduces use of the National Incident Management System (NIMS), Incident Command System (ICS), and National Response Framework (NRF).

-Higher Education Opportunity Act; PL 110-315, August 14, 2008. Amends the Higher Education Act of 1965 by requiring universities with on-campus student housing to publish annual fire safety reports.

-HSPD 8 – Homeland Security Policy Directive requiring emergency planning follow “All-hazards preparedness”.

-PPD 8 – Presidential Policy Directive that introduces National Preparedness Goal (NPG), Emergency Operations Plans (EOP), Core Capabilities, and extends applicability to all political subdivisions, private sector, public, etc.

-PPD 40 – Presidential Policy Directive that directs DHS/FEMA to coordinate the implementation, execution, and assessment of continuity activities among executive departments and agencies.

UNIVERSITY OF MISSOURI EMERGENCY OPERATIONS PLAN

-Animal Welfare Act: - 9 CFR Part 2: Subpart C. § 2.38(i)(4); Subpart H. § 2.102(a)(4) and (b)(3); and Subpart I, § 2.134. Federal law relating to contingency plan requirements for research facilities subject to this Act.

-10 CFR 50: - Federal regulation administered by the Nuclear Regulatory Commission (NRC) that covers requirements for licensing and operating a nuclear reactor.

- 40 CFR: - Broad reference to federal regulations administered by the US Environmental Protection Agency (EPA) that provides rules for environmental protection. Title 40 covers hazardous and solid waste management, water and air regulations related to contaminants and environmental protection.

-29 CFR 1910.38 – Federal regulation administered by the Occupational Safety and Health Administration (OSHA) requiring an employer to have an emergency action plan.

-Federal Continuity Resource Tool Kit – Federal resource for supporting continuity planning. It is comprised of multiple guidance documents for creating and maintaining continuity plans.

-FEMA/DHS (Ready.gov) Readiness Program for Campuses (students, faculty, staff) providing preparedness guidance at Ready.gov