

UNION COLLEGE INCIDENT RESPONSE PLAN

The college is committed to supporting the safety and welfare of all its students, faculty, staff and visitors. It also consists of academic, research and other facilities, whose mission is to provide high quality research and education. Preparing and maintaining an effective Incident Response Plan, as well as allocating the required resources to implement it, are among the ways the College maintains this commitment and mission.

This College will continue to support planning which does the following:

- Maximizes safety, health and environmental initiatives
- Minimizes risk of injury and property loss
- Cooperates with all external partners and agencies
- Develops resilient pre-planning activities
- Provides for a prompt and effective response to applicable incidents
- Supports strategies for continuity of operations and restoration of normal activities promptly following an incident
- Ensures appropriate communications and notifications within the College, the community and beyond
- Supports Incident Management Planning internally and with external partners.

Current incident planning doctrine evolves around the concept of an “all risks (or hazards) approach”, being an application of similar principles and actions taken to address a variety of human and natural incidents as described in this incident response plan. The Federal Emergency Management Agency (FEMA) and the State of Nebraska have both adopted this approach. The following plan is consistent with this approach and is structured to integrate well with external authorities and their planning.

1.2 Objectives

This Incident Response Plan references a combination of internal and external resources when warranted. All applicable personnel in every department will become familiar with the plan's contents and undertake appropriate action, when it can be done safely. Of special interest are all team members who will be trained when the plan is developed, when the plan changes, or when their responsibilities change. This Incident Response Plan will be reviewed annually, or more frequently. The frequency of review may be based upon the following occurring:

- Change in College facility structure or roles
- Discovery of an applicable incident that has not yet been addressed
- An incident occurring which resulted in "lessons learned," which dictate a plan update is required

The College Incident Plan will generally be conducted in three operational phases.

A. Incident Pre-Planning Phase

All programs, initiatives and activities that are developed and exist prior to an incident that are used to support and enhance the appropriate response to meet the College's objectives. This includes appropriate plan development, training, testing and implementing lessons learned as components of this phase.

B. Incident Response Phase

All programs, initiatives and activities that are implemented to promptly and effectively address the immediate effects of the incident as it develops. The purpose of the response phase is to reduce the number of injuries, reduce the damage to facilities, and increase the probability of prompt restoration and recovery. Applicable activities include activation of the Emergency Operations Center, notification and warning strategies, shelter in place and all other applicable programs.

C. Incident Restoration and Recovery Phase

All programs, initiatives and activities that pertain to restoring operations to pre-incident levels and full capacity while recovering with minimal time required. This includes short-term activities undertaken with College resources and restoration and recovery contractors, as well as long-term recovery needs. This phase will continue until College leadership is satisfied that operations have returned to pre-incident levels.

1.3 Authority

The College President, or designee, is authorized to implement whatever steps and measures are necessary to protect the safety and welfare of all its students, faculty, staff and visitors from all applicable human and natural incidents. This includes the commitment and use of all College resources (personnel, finances, equipment) and assistance from external organizations and partners as is needed to address applicable incidents.

The College President will work directly with an internal steering committee on the development, implementation and maintenance of this incident response plan. The steering committee will consist of a cross-functional team of faculty, administration, students and external partners. They will ensure all goals and objectives are met in an agreeable time frame.

The internal steering committee will appoint a resource to maintain the incident plan and ensure that all objectives and goals identified in the plan are implemented. This may be a representative of the College emergency services team, facilities team, finance team or any other entity that has management's support and funded resources to ensure its effective implementation.

Upon occurrence of a College related incident, the direction and coordination of all College resources and response from external partners will be coordinated through the College Emergency Operations Center (EOC). All pertinent EOC operations, its location, activities and staffing are addressed in the body of this incident response plan.

The College President, designee or any member of the steering committee may be considered the authority to declare that a major incident has occurred and all plans and resources must be implemented. They will work closely with external incident command as outlined in this plan.

2.0 PURPOSE

The purpose of the College Incident Response Plan template is to provide a framework for all participants to anticipate, prevent, manage and facilitate recovery from all applicable incidents as outlined in the plan. All policies, procedures and plans in effect both internally and with external partners are in place to maximize the safety of all who learn, work, visit and are cared for at the College. They are all adopted by reference as noted in the Incident Response Plan. The Incident Preparedness Steering Committee provides general oversight for the entire process and meets to address ongoing preparedness, response and recovery issues. Planning for incidents is a normal business planning process and campus life and all members of the campus community share responsibility for preparedness. All administrative and department heads, employees and students have responsibility for knowing what to do before, during and after an incident to protect their safety and their work. An understanding of the following key terms is necessary to attain this purpose:

- Incident Levels
- Incident Command System
- Emergency Operations Center
- Plan Activation

2.1 Incident Levels

The Incident Response Plan is activated when the appropriate level of incident (emergency, crisis, etc.) affects the College. Since an incident is likely sudden and unforeseen, planning must be flexible to accommodate the incidents of all types, levels and durations. The following guidelines are provided to help initiate the proper response.

2.1.1 Incident Watch

A potential incident or event may impact the College within the next 36-48 hours. The incident response team will monitor and assess the situation. If action needs to be taken, communications strategies will be enacted. Examples of watch incidents include severe weather advisories and terror level alerts.

2.1.2 Incident Warning

A potential incident or event may impact the College within the next 24 hours. Action will need to be taken and communications strategies will begin. Continued assessment occurs as planning to enact response strategies begins. Examples of warning incidents include severe weather warnings and greater level of terror alerts.

2.1.3 Level 1: Minor Incident

Level 1 Minor incidents will not seriously affect the overall function of the College. They are usually handled internally and do not require extensive activation of the incident response plan. On-site resources such as College police, environmental health & safety, or facilities teams may respond. Examples of applicable incidents include a contained chemical spill, a minor fire, a minor unplanned electrical outage or a water-main break.

2.1.4 Level 2: Emergency Incident

Level 2 emergency incidents disrupt the entire College's operations, can affect a building or group of buildings, or the safety of the campus community for an extended period of time. External incident responders will likely be required to assist internal teams. Major efforts will be required by all responders. Policies will need to be enacted and decisions will be required by College leadership. The College President, or designee, will need to activate the incident response plan, including the Emergency Operations Center to mobilize and coordinate College resources and external resources. Examples of applicable incidents include a larger scale fire, a severe storm, wide-spread utility outage, civil disturbance or terrorist act.

2.1.5 Level 3: Disaster Incident

Level 3 disaster incidents are campus-wide emergencies/disasters that cause or have the potential to cause widespread damage, injuries or cessation of operations. There is a potential for mass casualties and severe property damage. The assistance of all internal and external incident response resources is necessary to effectively respond to the situation. The incident response plan and Emergency Operations Center will be activated. Examples of applicable incidents include a major tornado or hurricane, a severe winter storm, a major fire, an explosion, terrorist act, or pending pandemic.

As the level of incident increases, the need for effective internal and external communications is required. This includes multiple means of contacting students, instructors, administrators, faculty, guests and visitors. Redundant means of doing so are recommended as outlined in the College incident response plan. This includes strategies outlined for effective external media communications.

2.2 Incident Command System

The incident command system (ICS) is a proven system that provides for clear command and control and effective resource management of an incident. Key characteristics of ICS include:

- Common terminology
- Defined organizational functions and responsibilities
- Clear chain of command and supervisory authority
- Ability to change organizational structure as dictated by the incident
- Effective and integrated communications with easy to understand language

The following key positions were necessary in all incidents when ICS is enacted. They may be expanded or contracted to meet the level of the incident affecting the College.

2.2.1 Management

The manager of the EOC has the authority and responsibility to direct all EOV activities. This includes directing overall policy and procedural compliance and all activities with external authorities, including local, state and federal agencies. All internal support personnel will perform functions as directed by the manager of the EOC.

2.2.2 Operations

The operations manager has the authority and responsibility for developing the operations portion of EOC planning and assigning personnel in compliance with necessary plans. In addition they will supervise all operations and determine when additional resources are necessary.

2.2.3 Planning

The planning manager has the authority and responsibility to coordinate all activities that pertain to the incident's collection, evaluation and dissemination of information and for preparing and documenting all EOC action plans. The planning manager also maintains a status update on the present and expected status of incident-related situations.

2.2.4 Logistics

The logistics manager has the authority and responsibility for coordinating all services and support, supplies, equipment, personnel and other applicable resources. Key functions such as communications, maintenance, facilities, supplies and human resources report to the logistics manager.

2.2.5 Finance/Administration

The finance/administration manager has the authority and responsibility to coordinate the monitoring of all costs, purchases, contracts and all applicable administrative and financial documentation. This position may not be activated immediately, but will summarize documentation dating back to the origin of the incident.

The following College ICS team members can play a key role in their response and defined activities can be enacted once the ICS team convenes and disbanded when the incident has been addressed effectively and normal operations have been restored. Once the President, or designee, declares an appropriate level of incident requiring the team's convening, the manager or the EOC will convene the ICS team members to address the immediate incident as necessary. Specific action plans for each role at the College should be defined and understood by all participants

- Vice President of Finance
- Executive Vice President
- Vice President for Student Affairs
- Vice President of Information Technology
- Chief of Police
- Director of Communications
- Director of Auxiliary Services
- Director of Facilities
- Director of Human Resources

2.2.6 Any additional key administrators, or College designated leaders

2.3 Emergency Operations Center

The ICS's overall management is centralized under the Emergency Operations Center (EOC). The primary role of the EOC is to effectively coordinate all relevant information about the incident in a common location, organize the information regarding the incident under a common format and facilitate the entire coordination of all efforts and resources needed to effectively respond to the incident. Among considerations needed when determining the EOC location are the following:

- The EOC should be located in an area that can be accessed easily, yet out of the way of most applicable human and natural incidents.
- The location of the EOC does not need to be made public knowledge in an effort to maintain its security. Secure access must be maintained.
- Multiple telecommunications and PC access (phones, printers, fax, routers, LAN lines, etc.)
- Seating and tables for meetings and staging of activities
- Paper shredder access
- Pre-determined instructions for all team members and executable checklists of tasks to be performed should be available in the center.
- Weather radio transceiver access
- Cell phones, pagers and two-way radios as needed
- TV's and VCR's (w/ cable-ready news connections)
- A-frame easels, marker pens and clipboards
- Easels, markers and a library of necessary documents including documented strategies, policies, procedures, contact list, etc.
- Independent reliable power supply, including power conditioning
- Equipment necessary and ability to project presentations and updates
- Any additional equipment necessary to simplify and maintain an effective response from the ICS personnel
- Designated area for staging of the media, not located directly in the EOC
- External web-site that can be maintained for use in the event that main College site is not accessible.

An alternate EOC site should also be selected. It should be equipped in a similar manner and all ICS members should be familiar with its location and access. It is recommended to conduct training, meeting or exercises at both primary and alternate EOC locations to familiarize all personnel with its location and operation.

If the incident level does not meet the EOC activation criteria, management of the incident can take place on scene. Considerations when implementing an on-scene command post include the following:

- Located in a safe area adjacent to the physical location of the incident
- Smaller in size than the EOC, but contains as many of the same support systems as the EOC
- Person in charge is the incident commander/manager, with job responsibilities similar to that of the EOC Commander/Manager.
- The incident manger can be any of the key incident response plan managers, preferably the one with the greatest experience managing the specific incident. For example, the incident manager could be emergency services for a fire incident or police/security for a bomb threat incident.
- If the EOC ends up being activated, the incident manger would be in close contact with the EOC manger to relay pertinent information.
- Incident management is more tactical while EOC management is more strategic in nature.

2.4 Plan Activation

During any College incident, the main objectives when activating the incident plan are:

- Life safety and mental well-being of all students, faculty, administration, visitors, etc.
- Securing critical infrastructure and facilities
- Minimizing damage to College facilities
- Protection of the environment
- Restoration and recovery of critical facility plant components
- Accurate and timely informational updates
- Implementation of the EOC and ICS
- Resumption of teaching and research programs as promptly as possible.

2.4.1 ANYONE who comes across an emergency situation should take immediate steps to protect themselves, notify endangered people nearby and initiate the College's incident response system. This should include notifying campus police, instructors or others who can help in activating the notification process. Among the items that should be reported are: location of the incident, who is reporting incident, what has occurred, what is the extent of the incident and how the person informing them can be contacted again.

2.4.2 The College President, or administrator on call, will have the authority to declare an isolated or campus-wide incident.

2.4.3 If a state of emergency exists and an incident is declared, the EOC becomes operational and assumes responsibility for management of the College's response to the incident response plan.

2.4.4 In the event of a critical incident, the Chief of Police or emergency services will notify the appropriate ICS personnel (add alternates if necessary) to report to the EOC (primary or alternate) location.

2.4.5 Notification will occur via multiple means (e-mail, telephone, cell phone, emergency notification system, etc.)

2.4.6 Upon notification, all ICS members will report to the EOC and begin activities as outlined in this plan.

2.4.7 Specific ICS members may have responsibilities requiring them to report elsewhere and begin designated activities.

2.4.8 In the event an external incident commander assumes responsibility (for example the local fire department in the event of a fire or chemical incident), all ICS personnel will fully cooperate with and follow guidelines given by the incident commander.

- 2.4.9 All facilities will be evacuated if instructed to do so by the incident commander.
- 2.4.10 The EOC manager will make the decision to shelter in place or evacuate College buildings, based upon the incident.
- 2.4.11 Temporary assignments may be given or assumed until a more senior/experienced ICS member is available.
- 2.4.12 The EOC manger may make the decision to move into the prolonged operational mode. They will review the ICS structure and ensure that all necessary functions have been filled.
- 2.4.13 The EOC manager has the sole authority to demobilize EOC units and services as necessary, or release responders to their normal duties.
- 2.4.14 Each ICS unit, member or service function shall notify their respective staff of all activities being undertaken.
- 2.4.15 The EOC manager has the sole authority to declare the termination of the event and notify all personnel that an “all clear” status exists. This shall be communicated through the existent chain of command via reactivation of call trees of the College’s established notification method.
- 2.4.16 The EOC manager shall set up a debriefing and summary of “lessons learned.” Once documented, the action plans will be discussed with College leadership, including the steering committee.
- 2.4.17 Lessons learned will become the focus of future drills and exercise, until appropriate corrective action has been established.
- 2.4.18 In the event of a major incident with the College in session (students residing in residence halls), the general public will not have access to College buildings. In the event the College is not in session, the residence halls are empty and the EOC may authorize opening of designated facilities as public shelters.

2.4.19 Declaration of a Level 1, Level 2 or Level 3 incident by the College President, Designee, or EOC manager indicates there is a level of incident that cannot be managed by ordinary College procedures. The incident plan is activated upon such a declaration in the following sequence:

- All designated team members will report to the EOC as soon as possible if the incident occurs during normal College operating hours
- If the incident occurs after of before normal College hours, the appropriate key EOC personnel will be contacted by College security per the pre-established procedures using call lists or other approved means.
- The security team will maintain appropriate home and cell phone numbers and e-mail addresses to contact appropriate personnel.
- A procedure will be established to ensure all call lists and notification tools are kept technically current on a frequent basis.
- In the event that it appears the incident is of such magnitude that it will have a profound impact on the College, all response personnel are instructed to return to the College as soon as possible without waiting for notification to do so.
- Incident response personnel will report to their assigned areas and begin implementing planning per the College response plan.
- Immediate assistance will be given to anyone injured.
- The EOC will be continually updated on all safety and facility damage related activities.
- Assessments will be conducted of all facilities affected by the incident.
- Any affected area will be evacuated until there is assurance that all utilities are in proper repair and the facility is structurally sound per the incident plan
- Teams will report to the EOC as needed and remain in their assigned areas until instructed otherwise.
- A duty roster will be developed to account for all responders and to monitor their safe response activities.
- Building directors will clear all students and personnel from all buildings as instructed.
- All buildings will be evaluated externally, then internally, then labeled to ensure they are accessed only when safe to do so – suggested labeling of buildings includes:
 - THIS BUILDING IS SAFE TO ENTER
 - DO NOT ENTER – AUTHORIZED PERSONNEL ONLY
 - UNSAFE BUILDING – DO NOT ENTER

3.0 Scope

The College incident response plan guides all preparedness, response and recovery operations and activities and its scope includes the following:

- It applies to all College students, faculty, staff, visitors, buildings, and grounds owned or supervised by the College.
- Priorities of the incident plan include saving lives, protecting property and promptly restoring operations.
- Various departments play a key role in identifying and using on-site emergency equipment, if it can be done safely.
- Prompt evacuation of buildings may be required as well as the need to gather at designated areas.
- It applies to all applicable human and natural incidents, including those that may not be included specifically in this plan.
- The incident plan serves as a guide only, since field modification may be required to meet the needs of the situation.
- It includes roles and responsibilities for applicable ICS members.
- It includes specific activities and actions be taken internally and with external partners and authorities.
- It includes notification, communications and safety related guidelines for all personnel.
- It adopts all local, state and federal requirements and guidelines by reference.
- It is comprehensive and uniform, so that a common format is easily implemented.
- It utilizes and “all risks approach” to apply the same principles and activities to all applicable incidents.

5.0 RESOURCES and REFERENCES

- 5.1 NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs 2004 Edition: <http://www.nfpa.org/>
- 5.2 Department of Homeland Security Incident Command System (DHS) <http://www.dhs.gov/index.shtm>
- 5.3 Incident Command (NIMS): http://www.fema.gov/emergency/nims/nims/_compliance.shtm
- 5.4 Cleary Act: <http://www.securityoncampus.org/schools/cleryact/text.html>
- 5.5 Federal Emergency Management Agency (FEMA): <http://www.fema.gov/>
- 5.6 Association of Independent Colleges and Universities of Ohio (AICUO): <http://www.aicuo.edu/>
- 5.7 World Health Organization (WHO): <http://www.who.int/en/>
- 5.8 Pandemic Flu.gov: <http://www.pandemicflu.gov/>
- 5.9 Ohio Pandemic Flu.gov: <http://ohiopandemicflu.gov/>
- 5.10 Disaster Recovery Institute International: <http://drii.org/DRII?>
- 5.11 Disaster Recovery Journal: <http://drj.com/>
- 5.12 American Red Cross: <http://www.redcross.org/>
- 5.13 Ready Campaign: <http://www.ready.gov/>
- 5.14 Ohio Emergency Management Agency: <http://www.ema.ohio.gov/ema.asp>