

UTAH STATE UNIVERSITY EMERGENCY OPERATIONS PLAN

Plan Fundamentals

In accordance with Homeland Security Presidential Directive [HSPD] 5, all department heads, work units and agencies of the University having responsibilities delineated in this EOP will use the National Incident Management System [NIMS]. This system will allow proper coordination between local, state and federal organizations.

The Incident Command System [ICS], as a part of NIMS, will enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure. All on-scene management of incidents will be conducted using the Incident Command System.

The Utah State University Emergency Operations Plan (EOP) is compliant with the standards of NIMS.

Purpose of the Plan

The purpose of the Utah State University Emergency Operations Plan is to provide a rapid, coordinated and effective response to dangerous man-made or naturally occurring incidents or events for the purpose of protecting the public health and safety, the University environment, to preserve and safeguard property, and then to:

- Provide support and information to responders for the management of dangerous man-made or naturally occurring incidents or events.
- Reduce duplication of emergency response efforts between University departments and agencies.
- Organize and coordinate all available manpower and prepare materials, supplies, equipment, facilities and services necessary for emergency disaster response to any natural disasters, technological accidents, nuclear/radiological incidents, and other major incidents or hazards that might occur.

This plan sets forth a comprehensive (multi-use) emergency management program for Utah State University. It seeks to:

- Mitigate the effects of hazards.
- Prepare measures to preserve life and minimize damage.
- Enhance response during emergencies and provide necessary assistance.
- Establish a recovery system in order to return the University to its normal state of affairs.

Utah State University is committed to ensuring the health, safety and welfare of persons and protection of property on the USU campus should an emergency occur.

It is the policy of the University that in the event of a major emergency or disaster, University personnel and equipment will prioritize their response as follows:

- Life Safety.
- Preservation of property and structures.
- Restoration of University utilities.
- Restoration of academic program and general University operations.

Scope of the Plan

The plan may be activated for:

- Any natural or man-made disaster or hazard that affects Utah State University and poses an actual or potential threat to public health and safety on the university campus.
- In response to a regional or national crisis that affects the University system.

This plan, while primarily local in scope, is intended to be able to support a comprehensive, national, all-hazards approach to domestic incident management across a spectrum of activities including mitigation, preparedness, response, and recovery.

The full Emergency Operations Plan includes annexes, appendices, Incident Actions Plans, building and facility plans and other approved instruments and inclusions intended to augment, assist, support, or amend the EOP during emergency operations conducted in response to a critical incident, crisis, or disaster.

Definitions

- **University Emergency:** Any emergency that affects the USU student, faculty, and/or staff community.
- **Normal Campus Conditions (No Emergency):** When normal campus conditions exist, no unusual response or planning activities are necessary.
- **Critical Incident (Minor Emergency):** A critical incident or minor emergency is any event whose initial impact is limited to a specific segment or subgroup of the university. A critical incident causes significant disruption to the subgroups which they affect, but do not disrupt overall institutional operations. During a critical incident an Incident Command Post (ICP) may be established as determined necessary by the Director of USU Public Safety or his or her designee.

- **Crisis (Major Emergency):** A crisis or major emergency is any event which disrupts the orderly operations of the University or its institutional missions. A crisis affects all facets of the institution and often raises questions or concerns over closing or shutting down the institution for any period of time. Outside emergency resources will probably be required, as well as a major effort from available campus resources. A crisis on campus will require establishment of an incident command post (ICP) and may require an Emergency Operations Center (EOC). Major policy considerations and decisions will usually be considered by the university administration during a crisis.
- **Disaster (Severe Emergency):** A disaster is an event whose nature and impact extends beyond the University and disrupts not only operations and functions of the institution, but also those of surrounding communities. During a disaster, resources that the University might typically rely on may be delayed or unavailable because they are being employed within the broader community. In some instances, mass casualties or severe property damage may have been sustained. A coordinated effort of all campus-wide resources is required to effectively control the situation and outside emergency services and resources will be essential. In all cases of a disaster, an ICP and an EOC will be activated, and appropriate support and operational plans will be executed.
- **Campus State of Emergency (CSOE):** Whenever an emergency affecting the campus reaches such proportions that it cannot be handled by routine measures, the University President, or his/her designee may declare a State of Emergency and shall cause implementation of this Plan by a designated Incident Commander (IC).
- **Incident Command System (ICS):** The Incident Command System (ICS) is a standardized, on-scene, all-hazard incident management concept. ICS is based upon a flexible, scalable response organization providing a common framework within which people can work together effectively. These people may be drawn from multiple agencies that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce the problems and potential for miscommunication on such incidents. ICS has been summarized as a "first-on-scene" structure, where the first responder on a scene has charge of the scene until the incident is resolved or the initial responder transitions incident command to an arriving, more-qualified individual.
- **Emergency Policy Group:** The Emergency Policy Group is composed of the senior university executives and special support staff. The decisions of this group will be implemented by the Emergency Operations Group.
- **Emergency Operations Group:** The Emergency Operations Group reports to the Emergency Operations Director and is composed of University staff who serve

specific functions within the EOC and who carry out the tactical and operational aspects of the response within the parameters set by the Emergency Policy Group.

- **Single Command:** When an incident occurs within the capabilities of the University and does not overlap into other jurisdictions, a single command IC is designated with overall incident management responsibility assumed by a single University incident commander. (In some cases in which incident management crosses jurisdictional and/or functional agency boundaries, a single command IC may be designated if all parties agree to such an option.)
- **Unified Command:** Unified Command (UC) is an important element in multijurisdictional or multiagency incident management. It provides guidelines that enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, UC overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.
- **Incident Commander:** The Incident Commander (IC) has overall control of any incident. All decisions that reference campus evacuation, closure or restrictions, postponements and resumptions, and special circumstance personnel policies fall within the purview of the IC. The IC may be a manager with overall experience in the management of the University and its facilities, such as the University President or the Associate VP for Facilities.
- **Incident Management Team:** The Incident Management Team (IMT) is defined by NIMS as the IC and the appropriate Command Staff and General Staff personnel assigned to manage an incident.
- **Command Staff:** The Command staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions that report to the Incident Commander.
- **General Staff:** The General Staff is responsible for the functional aspects of the incident command structure and typically consists of the Operations Chief, Planning Chief, Logistics Chief, and Finance/Administration Section Chief.

Levels of Response

Whenever conditions are present that meet the definition of a crisis or disaster, or whenever a CSOE is declared by the University President, the University will immediately place into effect procedures that are designed to meet the emergency by safeguarding persons and property and maintaining the functioning of the institution.

Critical Incident (Minor Emergency)

Examples of a Critical Incident:

- A traffic accident that affects the flow of traffic on or off campus, or involves a major injury to a student, faculty, or staff member.
- A broken water or steam pipe in a building.
- A minor fire in a building
- Fire alarms

Response to a Critical Incident

- Appropriate personnel will respond with emergency responders, i.e. Police, Facilities, or Housing personnel.
- The emergency policy group will be notified and will be kept abreast of the situation.
- An incident command post may be opened.
- The emergency operations center may be opened. If so, the emergency policy group will respond.

Crisis (Major Emergency)

Examples of a Critical Incident

- An active shooter
- Bomb threat
- Natural gas or propane leak/eruption
- A major fire in a building
- Fires involving more than one building
- Major storm
- Major power outage that will be long lasting

Response to a Crisis

- The University President may order the activation of the USU Emergency Operation Plan, including the opening of the Emergency Operations Center (EOC).
- The Policy Group will respond to the EOC.
- The Operations Group will respond to the designated Operations Center.
- The Incident Command System organization will develop as needed.

Disaster (Severe Emergency)

Examples of a Critical Incident

- Major earthquake
- Major chemical release or spill
- Pandemic

Response to a Crisis

- The University President or his/her designee shall declare a campus state of emergency.
- The EOC will be opened and members of the emergency policy group and the emergency operations group will respond to the designated location of the EOC.
- A unified command will be established.
- An area command may be established.
- During a CSOE, only registered students, faculty, staff, and their affiliates (i.e., persons required by employment) are authorized to enter or remain on campus. Persons who cannot present proper identification (such as a student or employee identification card or other suitable identification showing that they have a legitimate purpose on campus) will be directed to leave the campus. Unauthorized persons remaining on campus may be subject to expulsion, detention, or arrest in accordance with applicable laws.
- Nonessential persons shall be restricted from the incident site.

Initial Incident Response

- Involvement of the USU Police (USUPD) is generally required. On-duty USUPD personnel shall immediately consult with the Director of USU Public Safety regarding the emergency and shall initially follow the notification procedures outlined in this Plan, including notification of the Emergency Policy Group and the Emergency Operations Group.
- Persons on campus must be controlled. Only faculty, staff, and student volunteers who have been assigned to Incident Management duties or who have been issued a University Emergency Identification Pass (EIP) by the USUPD will be allowed to enter the immediate incident site.
- Perform Communications and Media Relations duties. Effective communication plays a critical role during any emergency. In almost all emergencies, the University will need to communicate with internal audiences, including students, faculty, and staff. Depending on the severity of the situation, it is likely that the University will

need to communicate with external media sources and through them to wider audiences.

- Direct all media inquiries to PIO. All media inquiries should be directed to the Public Information Officer. It is important that information provided to outside media persons be coordinated through PIO to ensure consistency concerning communications about the status of the University during a critical incident or emergency. If the incident involves entities from other jurisdictions, the external communications function of the PIO shall be coordinated through an established Joint Information Center (JIC).
- Mutual Aid Agreements. The University maintains mutual aid assistance agreements with local law enforcement agencies. All such agreements may be placed into effect by the IC during an incident after consultation with the University President or his/her designee.
- Other Notifications. The Incident Commander, in coordination with the USU Policy Group and PIO, shall determine when and by what methods it is appropriate to issue timely warnings, emergency alerts, and other informational releases to key government officials, community leaders, emergency management response agencies, volunteer organizations, and any other persons and entities essential to mounting a coordinated response to an incident.
- Adjoining jurisdictions shall be notified whenever an incident has an actual or potential impact on residents, buildings, traffic, or otherwise has an impact on civic health or well being.

The Emergency Operations Center

The EOC functions through five key functions:

- Direction and control (broad guidance, not tactical)
- Situation assessment
- Coordination
- Priority setting
- Resource management

The EOC does not provide on-scene management. That is the responsibility of the Operations Section.

Command Structure

- Single Command Incident Command

Since the overwhelming majority of emergency incidents are handled on a daily basis by a single jurisdiction at the local level, the major functional areas of Incident Command for those incidents where outside assistance is not required should still be organized and function according to the principles and practices of the Incident Command System.

- Unified Command Incident Command

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command (UC) structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources.

The exact composition of the UC structure will depend on the location(s) of the incident, i.e., which geographical administrative jurisdictions are involved, and the type of incident, i.e., which functional agencies of the involved jurisdiction(s) are required.

The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan and all requests pertaining to the ordering and release of incident resources.

Command Staff Duties

- Public Information Officer.

The PIO coordinates all communications functions during a CSOE. Using information provided by others, the PIO will provide timely information on the status of the University and information regarding any emergency measures being undertaken. If required, the University PIO will function through the Joint Information System (JIS) to permit coordinated PIO services whenever subordinate to joint or area command functions. Only authorized spokespersons such as the University President or his or her designee, or the Director of Public Relations and Marketing or his or her designee, will meet or talk with the media. Only factual information is released; no speculation is to be offered.

- The Safety Officer

The Director of Environmental Health and Safety, acting as the Safety Officer (SO), monitors incident operations and advises the IC on all matters related to operational safety, including the health and safety of emergency response personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC and supervisors at all levels of incident management. The SO is, in turn, responsible to the IC for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiple agency

safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. In a UC structure, a single SO should be designated, in spite of the fact that multiple jurisdictions or functional agencies may be involved.

- The Liaison Officer

The Liaison Officer (LNO) is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single IC or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.

- Additional Command Staff Positions

Additional Command Staff positions may also be necessary depending on the nature and location of the incident, and/or specific requirements as established by the IC. For example, legal counsel may be assigned directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the IC in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bio-terrorism event.

The functions of the Command Staff shall include, but not be limited to the following:

- Command Staff shall advise the Incident Commander of all campus-wide policy matters as they relate to the campus crisis or disaster.
- Command Staff shall assist in the implementation of policy strategies developed to mitigate the effects of the crisis or disaster.
- Command Staff shall establish a priority list of issues that reference specific crisis and/or disaster situations, and shall approve all communications initiatives and emergency directions.
- Command Staff shall maintain liaison with the City of Logan, Cache County, State of Utah, and all Federal Agencies and other University leaders.

- **Additional Guidelines**

- All executive and supervisory personnel are notified to report emergencies to the police. They also should be reminded not to discuss the situation and instruct their subordinates not to discuss the situation with anyone, especially the media, on behalf of the University.
- The President, other senior administrators, and the Director of Public Relations and Marketing are to be immediately informed of an existing emergency. Complete details are to be made available to these officials.
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- The President and the Director of Public Relations and Marketing and any other appropriate personnel involved shall confer and decide on appropriate actions.
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- All calls from the news media are to be referred directly to the Director of Public Relations and Marketing at 797-1351.

Conduct of Operations

Day to day operations shall be initially directed by the senior police or fire official at the scene or by the Director of Public Safety or his or her designee, acting as the Incident Commander (IC). In the absence of the Director of Public Safety or a designated alternate, one of the general staff section chiefs shall assume the role of the IC, in descending order of preference:

- Operations Section Chief
- Planning Section Chief
- Liaison Section Chief
- Logistics Section Chief
- Other designee of the University President

The General Staff

- The Operations Section Chief

The direct operational control of any campus critical incident, crisis, or disaster is the responsibility of the Operations Section Chief. The Operations Section is responsible for managing tactical operations at the site, directed toward the coordination of all on-campus emergency functions and campus provided emergency response teams.

The Operations Section directs tactical operations at the incident site to reduce the immediate hazard, save lives and property, establish situational control, and restore normal campus conditions.

The Operations Section is responsible for implementation of the University EOP, to include:

- Determine the type and magnitude of the emergency and initiate the appropriate Incident Action Plan.
- Establish the appropriate Incident Command Post or EOC.
- Initiate an immediate liaison with the University President.
- Notify and use USUPD personnel, outside law enforcement agency personnel, CERT, student aides and/or other available resources to maintain safety and order.
- Notify members of the Command Staff and advise them of the nature of the incident.
- Liaison with outside organizations such as police, fire, EMS, and other emergency response personnel.
- Ensure that notifications are made to appropriate staff members located off-campus.
- Perform related duties as needed during the campus emergency.
- In conjunction with Director of Risk Management, prepare and submit an After Action Report (AAR) directed to the University President appraising him/her of the final outcome of the emergency.

- The Planning Section Chief

The Planning Section shall collect, evaluate, and disseminate tactical information pertaining to any preplanned or actual incident. This section shall maintain information and intelligence on any current and forecasted situation, as well as prepare for and document the status of all resources assigned to the incident. The Planning Section prepares and documents IAPs and incident maps and gathers and disseminates information and intelligence critical to the incident.

The Planning Section has four primary units: the Resources, Situation, Demobilization, and Documentation Units, and may include technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment. The Documentation Unit devises and distributes all ICS Forms and other forms as necessary.

- The Logistics Section Chief

Emergency communications equipment and other materials necessary for the operation of an Emergency Operations Center (EOC) and/or an Incident Command Post (ICP) shall be maintained in a state of readiness by the Logistics Section Chief.

The Logistics Section function includes the Supply, Food, Ground Support, Communications, Facilities, and Medical Units, and meets all of the support needs for

the incident, including ordering resources through appropriate procurement authorities from off-site locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food services, communications, and medical services for incident personnel.

- **The Finance/Administration Section Chief**

When there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities, a Finance/Administration Section should be established. The Finance/Administration Section includes the Compensation, Claims, Cost, Procurement, and Time Units and is headed by the Finance/Administration Section Chief.

Under the ICS, not all agencies will require every facet of assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance/Administrative Section is an essential part of ICS. In addition to monitoring multiple sources of funds, this Section Chief must track and report to the IC the financial "burn rate" as the incident progresses. This allows the IC to forecast the need for additional funds before operations are negatively impacted. This is particularly important if significant operational assets are provided under contract by private sector suppliers.

The Finance/Administration Section Chief may also need to monitor cost expenditures to ensure that statutory rules which apply are met. Close coordination with the Planning Section and Logistics Section is essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist assigned to the Planning Section could provide.

Other Administrative Duties and Responsibilities

- **The Incident Commander**

The duties of the Incident Commander (IC) include:

- Responsible for the overall emergency response effort of the University.
- Works with the Incident Command Staff to assess the emergency and to prepare the specific response of the University.
- Declares and ends the Campus State of Emergency as appropriate.
- Notifies and conducts liaison activities with University Administration, and the Administration of the City of Logan, Cache County and of any Federal Emergency Management agencies.

- The Director of Public Relations and Marketing

The duties of the Director of Public Relations and Marketing include:

- Is responsible for developing communications to be disseminated to internal and external audiences.
 - Establishes the media center and provides information to the media.
 - Establishes an emergency telephone center to respond to inquiries from parents, family, and other relatives of students, and to staff and faculty.
 - Acts as the University PIO for the duration of the incident.
- The Senior Public Safety Officer on Duty

The duties of the Senior Public Safety Officer on duty include:

- Maintains USUPD facilities in a state of constant readiness during an incident.
- Initiates the Emergency Notification System - (ENS) as directed.
- Takes immediate and appropriate action to protect life and property and to safeguard University records as required.
- Obtains law enforcement assistance from city, county, state or federal governments as required.
- Provides traffic control, access control, perimeter and internal security patrols and coordinates fire and EMS services as needed.

- The Vice President for Information Technology

The duties of the Vice President for Information Technology include:

- Provide the personnel and expertise necessary to maintain telephone service or establishes emergency landline services or other communications facilities.
- Provide for the security of computer and information systems
- Provide for temporary computer and information services to facilitate the business procedures necessary and related to emergency purchases, personnel services and accounting functions.

- Risk Manager

The duties of the Risk Manager include:

- Coordinates with other Operations Section members.
- Provides an accounting summary of the financial impact of the emergency response, clean-up and recovery efforts.
- Ensures that rescue and clean-up operations are conducted in as safe a manner as possible to prevent injury to rescue and clean-up personnel, or to prevent unnecessary or further injury to victims.
- Coordinates rescue and clean-up operations so as to conform to applicable

- safety, health and environmental regulations.
- Coordinates with the Environmental Health and Safety Office to ensure the safe and successful clean-up and disposal of all hazardous materials.
- Coordinates and has oversight of the activities of outside regulatory, investigative or insurance related agencies.
- Initiates the request for the spending authority necessary to conduct emergency operations.
- Obtains funding provided for clean-up and recovery expenses.
- Monitors campus emergency warning and evacuation systems.
- Maintains liaison with County or State Disaster and/or Emergency Services for telecommunications support if necessary.

Development of Emergency Operation Plans within Colleges and Departments

An Emergency Operation Plan for each college and department shall be developed that will include, but not necessarily be limited to, the following components, equipment, and/or functions:

- Procedures for reporting a fire or other emergency.
- Procedures for emergency evacuation, including the type of evacuation and exit route assignments.
- Procedures for employees who remain to operate critical plant operations before they evacuate.
- Procedures to account for all employees after evacuation.
- The name or job title of an employee who may be contacted by other employees who need more information about the plan or an explanation of their duties under the plan

In addition, the following subject areas should be considered for inclusion in each Plan:

- Evacuation duties.
- Evacuation of disabled or special-needs persons.
- Management of designated assembly areas.
- Diagrams of specified building/facility exit locations and evacuation routes.

Hazardous conditions reporting and appropriate corrective procedures

- Emergency First Aid information
- Specified locations of available emergency equipment, including PPE
- Location and maintenance of adequately stocked First Aid kits
- The location and operation of fire extinguishers and other fire suppression equipment
- Lists of available emergency equipment
- Lists of personnel who would normally be present within each building/facility

A revised and updated Emergency Operation Plan for each college/department shall be submitted to the USU Executive Director of Public Safety for approval on the 1st day of November of each year, or more often if needed. The Emergency Operation Plan for each college/department should be as concise as possible.

Review Emergency Operation Plans

Each department chair/director or their designee is encouraged to review the Emergency Operation Plan with each employee or student covered by the plan.

Building evacuation information may be distributed to all employees with follow-up discussions, on-the-job training or additional explanation as required.

Building Marshal (i.e. CERT Team/Building Leader)

Each building shall have a Building Marshal appointed by the Dean or Vice President with jurisdiction over the building. In the event multiple departments occupy a building, those Deans and Vice Presidents involved shall work together to appoint a building manager.

The Building Marshal has the following responsibilities prior to and during any emergency:

- Report every emergency to USU Police at 911 or 797-1939.
- Serve as the primary contact person to receive emergency information from USUPD.
- Inform all building employees of any emergency conditions.
- Evaluate the impact of any emergency on persons or property and take appropriate action including ceasing operations and initiating evacuation of the building or facility.
- Maintain emergency telephone communications with University officials from the building or facility or from an alternate site if necessary.

General Faculty/Staff Supervisor Responsibilities

Each faculty or staff member who supervises university students or other university employees is encouraged to:

- Educate students or employees to relevant emergency procedures including evacuation procedures for their building or facility.
- Inform students and/or staff of any perceived emergency and initiate emergency procedures as prescribed within the college/department Emergency Operations Plan.
- Evaluate, survey, and estimate their assigned building/facility or activity spaces to determine the potential impact of any emergency on their facility.
- Report all safety hazards as soon as possible to the building manager or building safety officer.
- Submit a work order to reduce hazards and to minimize accidents promptly to the Building Manager or Associate VP for Facilities Management.
- Inform all students, staff, and faculty to conform to building evacuation guidelines during any emergency and to report to their appropriate assembly area outside the building so that a head count can be taken.

Annual Training

Training will be conducted on at least an annual basis for members of the Emergency Policy Group, the Emergency Operations Group, and all designated first responders. This training will include tabletop exercises and other contextual training. The Executive Director of Public Safety or the Emergency Manager, as appropriate, will supervise and coordinate such training.

Mandatory NIMS and ICS Training

The Federal Government requires training in the area of the National Incident Management System (NIMS) and Incident Command System. For Utah State University to be compliant with the Federal NIMS requirements, training will be mandatory for the following job positions. (See following chart)