Emporia State University

Emergency Operations Plan

January 19, 2010

Updated October 5, 2010

Emporia State University is a regional university located in Emporia, Kansas, a community of approximately 25,000 persons. It is a comprehensive university offering both undergraduate and graduate degree programs.

The city of Emporia is located in East Central Kansas, at the junction of Interstate 35 and the Kansas Turnpike, approximately 50 miles south of Topeka and 77 miles north of Wichita. The university campus is located at the northern end of Commercial Street and Emporia's central business district. The local ESU campus measures 226 acres, including the main campus, athletic fields, and support buildings.

The university was chartered in 1863 as the Kansas State Normal School (KSN) dedicated to the education of teachers. In 1977, after undergoing two previous name changes, the institution became known as Emporia State University. One of six state universities governed by the Kansas Board of Regents, Emporia State University's total enrollment at all sites, as well as online, ranges between 6,000 and 7,000 students. Enrollment at the main campus in Emporia typically ranges between 4,600 and 5,000 students.

Emporia State University Emergency Operations Plan

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Letter of Promulgation

January 19, 2010

Responsibility for emergency response and recovery at Emporia State University has been delegated to the university, subject to the laws of the State of Kansas and the policies, procedures, rules, and regulations of the Kansas Board of Regents. K.S.A. 76-725.

Authority for this Emergency Operations Plan (EOP) is pursuant to, but not limited to, K.S.A. 76-725 – Delegation of authority to President and those designated by the President for administration of the University; K.S.A. 48-904 et seq. – Emergency Preparedness for Disasters Act; and Governor's Executive Order 05-03 – establishes NIMS as the state standard for incident management.

This Emergency Operations Plan is compatible and in accordance with the Homeland Security Presidential Directives – 5 and 8 (HSPD – 5 and HSPD – 8) and the Kansas Governor's Executive Order 05-03, K.S.A. 48-928. Pursuant to these provisions, Emporia State University uses the National Incident Management System (NIMS), incorporating the Incident Command System (ICS) as set forth in this EOP. NIMS allows and insures proper coordination of local, state, and federal entities during emergency operations.

The Emporia State University Emergency Operating Plan and its attachments, annexes, and appendices are hereby adopted as ESU Policy pursuant to the authority designated by K.S.A. 76-725.

The CIPG has responsibility for maintenance of this plan.

Dr. Michael R. Lane
President

SECTION I
INTRODUCTION

I.   Purpose

The Emergency Operations Plan (EOP) is a university-wide plan intended to establish an "all hazards" approach, based on threat and vulnerability assessments that will enable the components of the ESU Executive Policy Group and related bodies to deal with emergencies of various kinds and of various magnitudes. It follows the organizational model of the National Incident Management System (NIMS). The plan addresses FEMA's five phases of emergency management, that is, prevention, mitigation, preparedness, response, and recovery. The NIMS structure offers means, ready at hand in case of crisis, for clarifying lines of command, determining accountability, delegating responsibility, systematizing communications, and coordinating multiple response groups.

The Emergency Operations Plan establishes a command structure for Emporia State University and defines three levels of emergency, minor, major, and severe, each calling for a different level of response and a different range of resources.

The EOP ensures that the university will identify and assess the hazards to which it is vulnerable as well as the resources, public and private, available to prevent or to meet them, and that it will plan appropriate courses of action for response and recovery.

The EOP enables a number of teams to operate under the NIMS structure. These include teams essential to the Basic Incident Command Structure (BICS), which sets forth a structure for efficient response to emergencies and the Basic Operating, Planning, and Training Structure (BOPTS). These structures encompass the Critical Incident Planning Group (CIPG), which assesses emergencies, performs anticipatory planning, and engages in the work of both prevention and response; the Executive Policy Group (EPG), which, led by the university president, approves overall priorities and strategies, approves the release of information and instructions to the public and serves as liaison with governmental and other organizations external to the university; and other designated teams as set forth in the plan.

II.   Authority

While others may be applicable, the following codes and directives primarily set forth authority for the Emporia State University EOP:

      A.   Federal
            i.   Title 44 Code of Federal Regulations, Federal Emergency Management Agency,

Department of Homeland Security rules and regulations
ii.   Homeland Security Presidential Directives – 5 and 8 (HSPD – 5 and HSPD – 8)
B.   State
i.   K.S.A.
a)   76-725 – Delegation of authority to the president and those designated by the president for administration of the university.
b)   48-904 et seq. – Emergency Preparedness for Disasters Act.
ii.   Governor's Executive Order 05-03 – Establishes NIMS as the state standard for incident management.

III.   EOP Overview

History verifies that disasters have been a part of the human experience since the beginning of time. Each year the number of disasters, either natural or manmade, continues to increase; the Federal Emergency Management Agency (FEMA) states that "given today's threats, higher education institutions must be prepared to respond with local, State, tribal, and Federal agencies" (retrieved June 30, 2009, http://training.fema.gov/EMIWeb/IS/IS100HE.asp.). As partners with these agencies, institutions of higher education must respond in a seamless, coordinated manner using the National Incident Management System (NIMS).

A.   Coordination with Local, County, and State Agencies

Emporia State University is a state educational institution with its primary campus located in the City of Emporia in Lyon County. The University will coordinate with local, county and state agencies as appropriate under the circumstances of a given emergency. The process for reporting is identified in the following diagram for emergency coordination with local, county and state agencies:

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┌─────────────────────────────────────────┐
│  Federal Emergency Management Agency     │
│  Department of Homeland Security         │
└─────────────────────────────────────────┘
        ┌─────────────────────────────────────────┐
        │  Kansas Division of Emergency Management │
        │  Topeka, Kansas                          │
        └─────────────────────────────────────────┘
┌──────────────┐   ┌───────────────────────┐   ┌──────────────┐
│ Lyon County  │   │ Emporia State University│   │ City of Emporia│
│              │   │ Emporia, Kansas        │   │              │
└──────────────┘   └───────────────────────┘   └──────────────┘
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B.   Scope/Situation

Emporia State University developed the Emergency Operations Plan (EOP), consistent with NIMS operational guidelines and incorporating the Incident Command System (ICS). In addition, the EOP is compliant with Homeland Security Presidential Directives – 5 and 8 (HSPD – 5 and HSPD – 8) and the Kansas Governor's Executive Order 05-03, K.S.A. 48-928.

Emporia State University is committed to an all hazards approach for emergency preparedness /management that is reflected in the EOP. The EOP is flexible so the system components can be utilized for various types of incidents, natural or manmade. This flexibility allows for application "across the full spectrum of potential incidents, including those that require multiagency, multijurisdictional (such as incidents that occur along international borders) and/or multidisciplinary coordination" (retrieved June 30, 2009, http://www.fema.gov/pdf/emergency/ nims/NIMS_core.pdf , page 6).   While Emporia State University is committed to an all-hazards approach, the EOP will include annexes and appendices that address specific situations and locations.

The EOP may be activated in response to local, regional, state, or national incidents that affect Emporia State University. The EOP provides guidance for the following phases of emergency management: prevention, mitigation, preparedness, response, and recovery. Consistent with the purposes of NIMS, the following terms and definitions apply:

> Prevention: actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice (retrieved June 30, 2009, http://www. fema.gov/pdf/emergency/nims/NIMS_core.pdf , page 148).

> Mitigation: activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. The activities or actions, in most cases, will have a long-term sustained effect (retrieved June 30, 2009, http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf , page 143).

Preparedness: a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification (retrieved June 30, 2009, http://www.fema.gov/pdf/emergency/nims/ NIMS_core.pdf , page 145).

Response: activities that address the short-term effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation or quarantine; and specific law enforcement operations aimed at preempting, interdicting or disrupting illegal activity and apprehending actual perpetrators and bringing them to justice (retrieved June 30, 2009, http://www.fema.gov/pdf/emergency /nims/NIMS_core.pdf , page 146).

Recovery: the development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents (retrieved June 30, 2009, http://www. fema.gov/pdf/emergency/nims/NIMS_core.pdf , page 1469).

C.   Specific Situational Annexes

The university, with the help of the community and its resources, works to identify potential hazards through threat and vulnerability assessment. While the EOP provides broad, overarching information, situational annexes focus on specific responsibilities, tasks, and operational actions that pertain to the performance of a particular emergency operations function or location. The situational annexes within the ESU EOP may include, but are not limited to: Armed or Violent Behavior, Bomb Threat, Chemical Accident, Emergency Mass Exit Evacuation, Extended

Communication Failure, Family Resource and Support Center, Fire, Pandemic Response, Tornado Shelter and Guidelines, Utility Outage, and others as necessary.

D.   Training

Training is essential to provide personnel with the knowledge, skills, and abilities needed to perform key tasks, based on specific capabilities, during incidents. Emporia State University is committed to providing a structured training program as reflected in the EOP. This structured training will ensure that all response personnel have a thorough understanding of their assigned responsibilities in an emergency situation, as well as of how their roles and responsibilities relate to other response components of the EOP.

E.   Review of EOP

The EOP will be reviewed by the CIPG on an annual basis and revised to incorporate new presidential directives, legislative changes, and procedural changes based on lessons learned from exercises, actual incidents, and planned events. Proposed changes to the EOP will be submitted to the president. The CIPG is responsible for publishing and distributing revisions and modifications to the ESU EOP.

F.   Equal Opportunity and Nondiscrimination

Emporia State University is committed to equal opportunity and non-discrimination in the operations and administration of all university programs and services. This plan will be implemented without regard to age, race, color, religion, gender, marital status, national origin, handicap or disability, status as a Vietnam Era Veteran, sexual orientation, or any other factors that cannot lawfully be considered, to the extent specified by applicable federal and state laws.

G.   Availability

The public portions of the University Emergency Operations Plan are available on the ESU website.

SECTION II
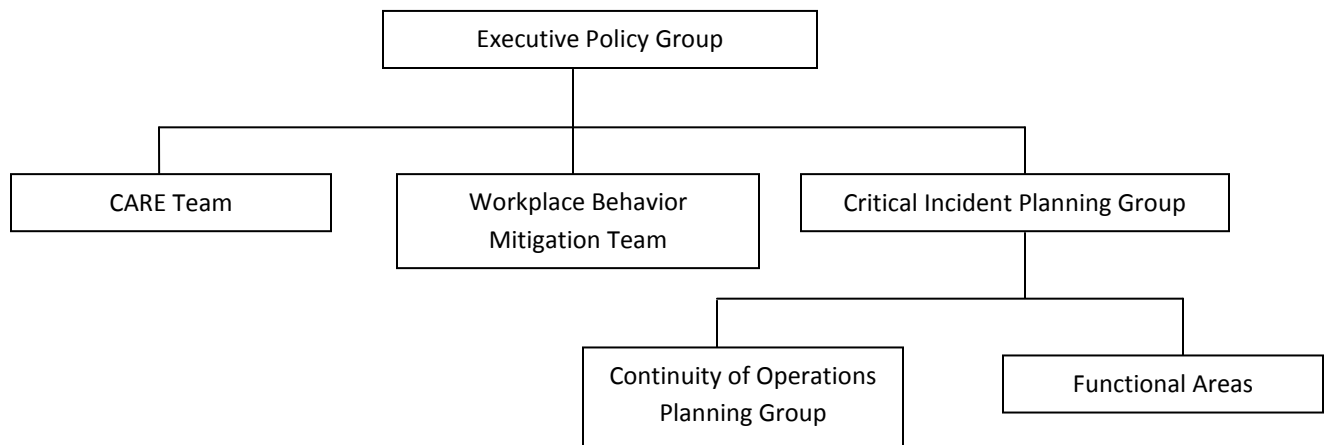## PREVENTION, MITIGATION, AND PREPAREDNESS

Concept of Basic Operating, Planning, and Training

The EOP is composed of two structured components. The first component, the Basic Operating, Planning, and Training Structure (BOPTS) provides for the maintenance, operations, planning, and training related to the EOP. It addresses the first three phases of emergency management, Prevention, Mitigation, and Preparedness. The second component, the Basic Incident Command Structure (BICS) responds to specific incidents. It addresses the final two phases of emergency management, Response and Recovery, which are outlined in subsequent sections. There are additional working groups to support and respond to each component of the emergency management structure.

Basic Operating, Planning, and Training Structure (BOPTS)

BOPTS is an on-going continuous operation that maintains, reviews, updates, assesses, and makes changes as necessary to the EOP. Three groups are responsible to the Executive Policy Group (EPG) for this operation. They are the Critical Incident Planning Group (CIPG), the Consultation Assessment Referral Education Team (CARE Team) and the Workplace Behavior Mitigation Team (WBMT). The following diagram illustrates these relationships:

BASIC OPERATING, PLANNING, AND TRAINING STRUCTURE
(BOPTS)

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                    ┌─────────────────────────┐
                    │  Executive Policy Group │
                    └─────────────────────────┘
                               │
        ┌──────────────────────┼──────────────────────────┐
┌───────────────┐   ┌────────────────────┐   ┌──────────────────────────────┐
│   CARE Team   │   │ Workplace Behavior │   │ Critical Incident Planning   │
│               │   │  Mitigation Team   │   │           Group              │
└───────────────┘   └────────────────────┘   └──────────────────────────────┘
                                                  │
                                   ┌──────────────┴──────────────┐
                        ┌────────────────────────┐   ┌────────────────────┐
                        │ Continuity of Operations│  │  Functional Areas  │
                        │    Planning Group       │  │                    │
                        └────────────────────────┘   └────────────────────┘
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The responsibilities of the EPG, CIPG, CARE, WBMT, and COPG are set forth in the following table:

EXECUTIVE POLICY GROUP (EPG)	

Members:
    University President (Chair)
    Provost & V.P. for Academic Affairs & Student Life
    Assoc. Provost /V.P. for Strategic Partnerships
    V.P. for Administration & Fiscal Affairs
    University General Counsel
    Director of Public Relations
    Others as needed and requested by the Chair.
	Responsibilities:
	  Long Term Prevention & Mitigation:
	    * Create and maintain a CIPG to identify and evaluate long term effects of potential crisis and emergency situations affecting the university's business operations.
	    * Create and maintain a CARE Team and WBMT to provide assistance to students in distress, facilitate consistent communication between departments, and make proper referrals.
	  Short Term (including BICS activities):
	    * Identify and evaluate the immediate effects of an occurring crisis and emergency situation on the university's business operations and surrounding community. Determine whether or not to cancel or relocate classes or to close the university.
	    * Assign an Incident Commander to the occurring crisis and emergency situation and begin an immediate transition into an ICS operation.
	    * Assign Command Staff and act as liaison with Lyon County Emergency Management and/or other entities if external resources are required.
	    * Identify and assign unique tasks to appropriate personnel or groups.
	    * Determine whether or not to activate the campus notification system and issue appropriate messaging.
	    * Approve public information reports and instructions.
	    * Oversee resource coordination and support for Crisis Management Center.
	    * Approve overall priorities and strategies.

CRITICAL INCIDENT PLANNING GROUP (CIPG)	

Members:
    Director of Facilities
       (Co-Emergency Manager)
    Associate V.P. for Student Life
       (Co-Emergency Manager)
    Director of University Police & Safety
    Director of Residential Life
    Director of Marketing and Media Relations
    Director of Student Wellness
    Associate V.P. for Technology & Computing Services
    Provost & V.P. for Academic Affairs & Student Life
    Associate Provost /V.P. for Strategic Partnerships
    Vice President for Administration & Fiscal Affairs
    University General Counsel
    Others as needed and requested by the Chair.
	Responsibilities:
	    * Meet on a routine basis to review and assess the Emergency Operations Plan (EOP) its Annexes and Appendixes. Maintain, update, and make changes as necessary to the EOP and present changes to president for approval.
	    * Verify that the EOP is implemented.
	    * Organize and verify that prevention / mitigation efforts are being performed as indicated in the plan.
	    * Direct and oversee emergency response plan and business continuity plan for departments, buildings, and locations. Ensure compliance with the EOP. Verify that the annual reviews/submissions by chairs, directors and designated managers are completed and approved.
	    * Ensure compliance regarding testing of the EOP's planning guide with regularly scheduled threat and vulnerability assessment exercises for the institution, individual departments, and buildings.
	    * Plan and perform an annual functional exercise for the EPG, CIPG, and likely first responders; and an annual emergency evacuation related drill that involves all students, faculty and staff.
	    * Identify formalized ICS training for all essential personnel.
	    * Identify internal and external resources.
	    * Create and maintain mutual aid agreements for city, county, state, and federal external resources including authority to act on campus, as appropriate.
	    * Make appropriate reports to EPG.

CONSULTATION, ASSESSMENT, REFERRAL, EDUCATION TEAM (CARE Team)	

Members:
   Associate V.P. for Student Life
   Director of Student Wellness
   Director of Disability Services (Chair)
   Director of Residential Life
   Assistant Director of Student Success
   Others as needed and requested by the Chair.
	Responsibilities:
	  * Consultation - Accumulate information identifying a person who may pose a threat.
	  * Assessment - Assess the level of the threat.
	  * Referral - Make referrals or implement steps for intervention.
	  * Education - Educate the campus community to identify and refer students who pose a danger to themselves or the campus community.

WORKPLACE BEHAVIOR MITIGATION TEAM (WBMT)	

Members:
   Director of Human Resources (Chair)
   Assoc. Provost/V.P. for Strategic Partnerships
   Student Wellness Representative
   University General Counsel
   Others as needed and requested by the Chair.
	Responsibilities:
	  * Accumulate information that involves threats, threatening behavior, acts of violence or any related conduct by an employee.
	  * Investigate and assess information.
	  * Attempt to resolve identified concerns.
	  * Recommend actions to manage and alleviate immediately any determined threat.
	  * Work in conjunction with the CARE Team in cases involving students.

CONTINUITY OF OPERATIONS PLANNING GROUP (COPG)	

Members:
   Provost & V.P. for Academic Affairs & Student Life (Chair)
   Assist. V.P. for Fiscal Affairs/Budget
   Dean (Designated by Provost)
   Technology & Computing Services Representative (Designated by Associate V.P. for TCS)
   Facilities Representative (Designated by Director of Facilities)
   Others as needed and requested by the Chair.
	Responsibilities:
	  * Identify and evaluate long term effects of potential crisis and emergency situations and recovery programs.
	  * Direct deans, directors and other appropriate senior managers to develop, Maintain, and, if necessary, implement Continuity of Operations Plans (COOPs) and recovery plans.
	  * Periodically review, evaluate, and test the COOPs.
	  * Provide information and reports to CIPG.

Team-specific long-term operating, planning, and training plans and information will be maintained and updated by the CIPG, the CARE Team, and the WBMT.

CARE Team

Responsibilities of the CARE Team are designated by the University Policy Manual. The CARE team is responsible for the following under the EOP:

1. Educate the campus community so that it can identify and refer students who pose a danger to themselves or the university community.
2. Review concerns regarding student behavior that may pose danger to self or others. This may be reported by a campus community member or discovered during a campus emergency.
3. Consult appropriate campus community members to determine accuracy of reported behavior and level of threat.

4. Make appropriate referral or implement intervention steps when student is determined to pose a risk to self or others. In many cases, policies of the university and/or external agencies dictate the strategies for intervention.
5. Communicate team recommendations to and liaison with the EPG when appropriate.
6. Review and evaluate threat response and outcomes post event and report to the EPG.

The CARE Team will be trained in the principles of threat assessment and management and facilitate all aspects of this process. This team is responsible for the development of protocols related to CARE Team activities and their submission to the president for approval. It will meet on a regular basis to screen and staff all cases and determine the degree for potential threats of violence. It will maintain appropriate records related to concerns, threats, and their management. It will use interventions that will facilitate de-escalation of a potential threat when possible. It will use case management approaches that address the relevant components of risk related to the person of concern, the situation or environment where the concern exists, the triggering conditions that may exacerbate the situation, and the vulnerability of the potential victim. It will conduct annual strategic planning and review of processes.

Workplace Behavior Mitigation Team (WBMT)

Responsibilities of the WBMT are designated by the University Policy Manual. The WBMT is responsible for the following under the EOP:

1. Educate the campus community so that it can identify and report workplace violence or threat of violence.
2. Review actions that constitute threats, threatening behavior, acts of violence or, related conduct that obstructs or interferes with work performance.
3. Consult appropriate campus community members to determine accuracy of reported behavior and level of threat.
4. Make appropriate referral or implement intervention steps when the employee is determined to pose a risk to self or others. In many cases, policies of the university and/or external agencies dictate the strategies for intervention.
5. Communicate team recommendations to and liaison with the EPG when appropriate.
6. Review and evaluate threat response and outcomes post event and report to the EPG.

The WBMT will be trained in the principles of threat assessment and management and facilitate all aspects of this process. This team is responsible for the development of protocols related to WBMT activities and their submission to the president for approval. It will meet on a regular basis to screen and staff all cases and determine the degree for potential threats of violence. It will maintain appropriate records related to concerns, threats, and their management. It will use

interventions that will facilitate de-escalation of a potential threat when possible. It will use case management approaches that address the relevant components of risk related to the person of concern, the situation or environment where the concern exists, the triggering conditions that may exacerbate the situation, and the vulnerability of the potential victim. It will conduct annual strategic planning and review of processes.

The CARE Team and WBMT will coordinate efforts whenever appropriate to address violence concerns that involve employees and students.

<div align="center">

SECTION III

RESPONSE

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Concept of Basic Incident Command Structure

The EOP is composed of two structured components. The first component (Basic Operating, Planning, and Training Structure) provides for the first three phases of emergency management (Prevention, Mitigation, and Preparedness) and is outlined in Section II. The second component (Basic Incident Command Structure) responds to specific incidents. It addresses the final two phases of emergency management (Response and Recovery). There are additional working groups to support and respond to each component of the command structure.

Basic Incident Command Structure (BICS) may be activated in response to a specific incident level of emergency. It follows the Incident Command System (ICS). Each member of the Executive Policy Group (EPG) must appoint a designee to serve in the event of a prolonged absence (anticipated or unanticipated). The EPG includes the University President, Provost and Vice President for Academic Affairs and Student Life, Associate Provost for Enrollment Management and Vice President for Strategic Partnerships, Vice President for Administration and Fiscal Affairs, University General Counsel and Director of Marketing and Media Relations.

The president of the university, or the president's designee, has the authority to declare a state of emergency in order to activate the EOP.

The EPG directs the university response during emergency situations, using the guidelines established by this EOP, NIMS, and ICS. These strategies aim to direct and manage all aspects of crisis response and recovery.

Non-emergency university business operations may be interrupted or suspended during a declared campus emergency. The emergency functions assigned to specific university staff or faculty members should be similar to daily operating job functions, when possible. Other university staff or faculty members may be redirected from their normal job functions as directed by the EPG.

Emergency Operations Plan (EOP) Activation

First responders to an incident, crisis, or catastrophe will make contact with University Police and Safety. The responding officer will be the point of contact for information necessary to be transmitted to the EPG concerning whether or not to activate the EOP.
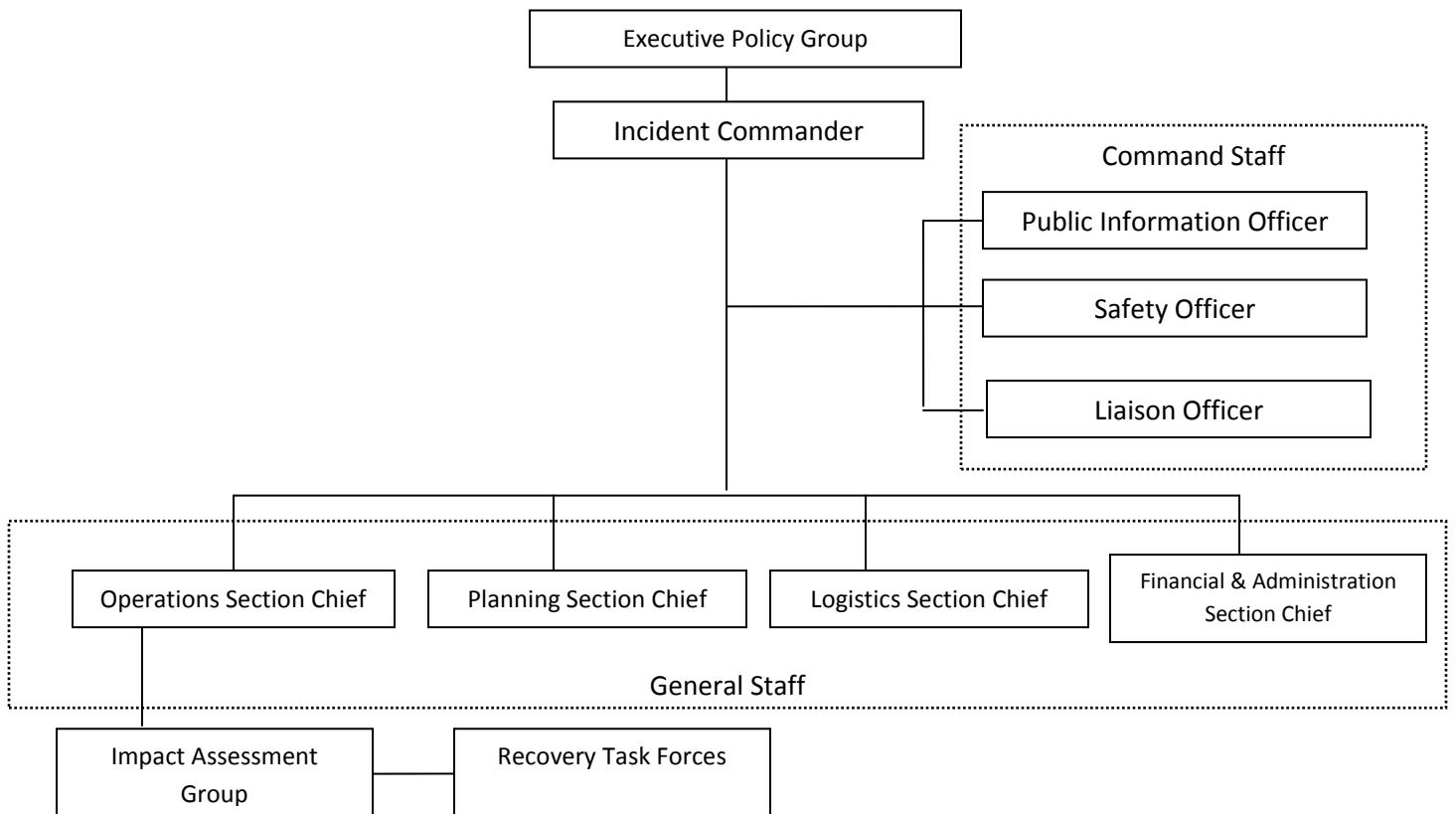
The EOP will be activated in response to Level 2 and Level 3 emergencies.

The EOP will be activated in order to:

1. Save lives and property.
2. Provide efficient use of university resources.
3. Provide, maintain, and/or restore essential services.
4. Temporarily reassign university employees and duties.
5. Request non-university assistance and resources.
6. Activate the University Crisis Management Center (CMC).

When the EOP is activated, the EPG will be in command. The EPG will immediately designate the Incident Commander (IC) if different from the on-scene first responder, the Liaison between the EPG and IC, and the Public Information and Communications Officer. The EPG and IC will begin the transition into the ICS model. The Basic Incident Command Structure (BICS) is structured as shown in the following model.

BASIC INCIDENT COMMAND STRUCTURE
(BICS)

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                  ┌─────────────────────────┐
                  │  Executive Policy Group │
                  └────────────┬────────────┘
                  ┌────────────┴────────────┐
                  │   Incident Commander    │        Command Staff
                  └────────────┬────────────┘   ┌──────────────────────────┐
                               │                │ Public Information Officer│
                               │                ├──────────────────────────┤
                               ├────────────────┤      Safety Officer       │
                               │                ├──────────────────────────┤
                               │                │     Liaison Officer       │
                               │                └──────────────────────────┘
     ┌─────────────┬───────────┼──────────────┬─────────────────────┐
┌──────────────┐┌──────────────┐┌──────────────┐┌──────────────────────┐
│ Operations   ││  Planning    ││  Logistics   ││ Financial &          │
│ Section Chief││ Section Chief││ Section Chief││ Administration       │
│              ││              ││              ││ Section Chief        │
└──────┬───────┘└──────────────┘└──────────────┘└──────────────────────┘
              General Staff
┌──────────────┐   ┌──────────────────┐
│ Impact       │   │ Recovery Task    │
│ Assessment   ├───┤ Forces           │
│ Group        │   │                  │
└──────────────┘   └──────────────────┘
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The responsibilities of the IAG, IC, Command Staff, and General Staff are set forth in the following table:

IMPACT ASSESSMENT GROUP (IAG)	

Members:
    Director of Facility Planning (Chairperson)
    Chemical Safety Officer
    Assoc. V.P. for Fiscal Affairs/Budget
    Assoc. V.P. Technology & Computing
      Services
    Marketing and Media Relations Representative
    Dean of Graduate School
    Others as needed and requested by the Chair.
	Responsibilities:
	  * Convene upon the request of the Incident Commander (IC) or Operations Section Chief.
	  * Evaluate the scope and impact of the crisis or catastrophe and provide evaluations to the IC or Operations Section Chief.
	  * Provide information during a crisis or catastrophe regarding assessment of damage, available resources, inventories and repairs as part of the Operations Section under the Incident Commander.
	  * Evaluate and provide information on short term recovery as part of the Operations Section under the Incident Commander.

INCIDENT COMMANDER (IC)	

Emergency first responder or individual as assigned by the Executive Policy Group (EPG).	Responsibilities:
	  * Serve as on-scene emergency response commander.
	  * Implement the Incident Command System and designate, if necessary, Operations, Planning, Logistics, and Financial/Administrative Section Chiefs.
	  * Develop, review and approve the Incident Action Plan (IAC) and changes.

COMMAND STAFF	

Public Information & Communications Officer (PIO)
  * Activated by the Executive Policy Group
	Responsibilities:
	  * Develop and release information to the media, personnel, and other agencies.
	  * Coordinate release of all incident-related information, contingent upon approval by the Executive Policy Group.
	
	  * Monitor the public's reaction to information.

Safety Officer (SO)
  * Activated by the Executive Policy Group
	Responsibilities:
	  * Assess and communicate hazardous and unsafe conditions.
	  * Ensure a site safety and health plan is developed and implemented.
	  * Correct unsafe acts or conditions.

Liaison Officer (LNO)
  * Activated by the Executive Policy Group
	Responsibilities:
	  * Maintain communication with the Executive Policy Group regarding external agencies' concerns and issues.
	  * Maintain contact with all involved agencies.
	  * Act as point of contact for outside agencies.

GENERAL STAFF	

Operations Section Chief (OSC)
    * Activated by the Incident Commander
	Responsibilities:
	    * Execute the Site Safety and Health Plan
	    * Direct the preparation of unit operations plans.
	    * Request and release resources.
	    * Make changes to the Incident Action Plan as necessary.

Planning Section Chief (PSC)
    * Activated by the Incident Commander
	Responsibilities:
	    * Work closely with the Incident Commander and Operations Section Chief in developing an accurate picture of the current situation to formulate an incident strategy and tactical objectives.
	    * Complete necessary forms for the Incident Action Plan.
	    * Ensure that the Incident Action Plan is constructed, copied, and disseminated to all incident personnel.

Logistics Section Chief (LSC)
    * Activated by the Incident Commander
	Responsibilities:
	    * Order all resources through appropriate procurement methods.
	    * Provide and establish incident facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.
	    * Complete necessary forms for the Incident Action Plan.

Finance Section Chief (FSC)
    * Activated by the Incident Commander
	Responsibilities:
	    * Monitor and coordinate funding from multiple sources.
	    * Ensure compliance with all state and federal laws and regulations for spending.
	    * Prepare and participate in operational planning.
	    * Complete necessary forms for the Incident Action Plan.

Essential Personnel

All executives and senior managers (university president, provost, vice presidents, university general counsel, associate and assistant vice presidents, deans, associate and assistant deans, executive directors, directors, associate and assistant directors, managers, and department chairs) are considered essential personnel in Level 2 and Level 3 emergencies.

Other essential personnel include all staff members from departments that perform emergency response or support functions such as supplying shelter facilities and residential housing on campus; physical plant care and support functions; and others identified by the EPG.
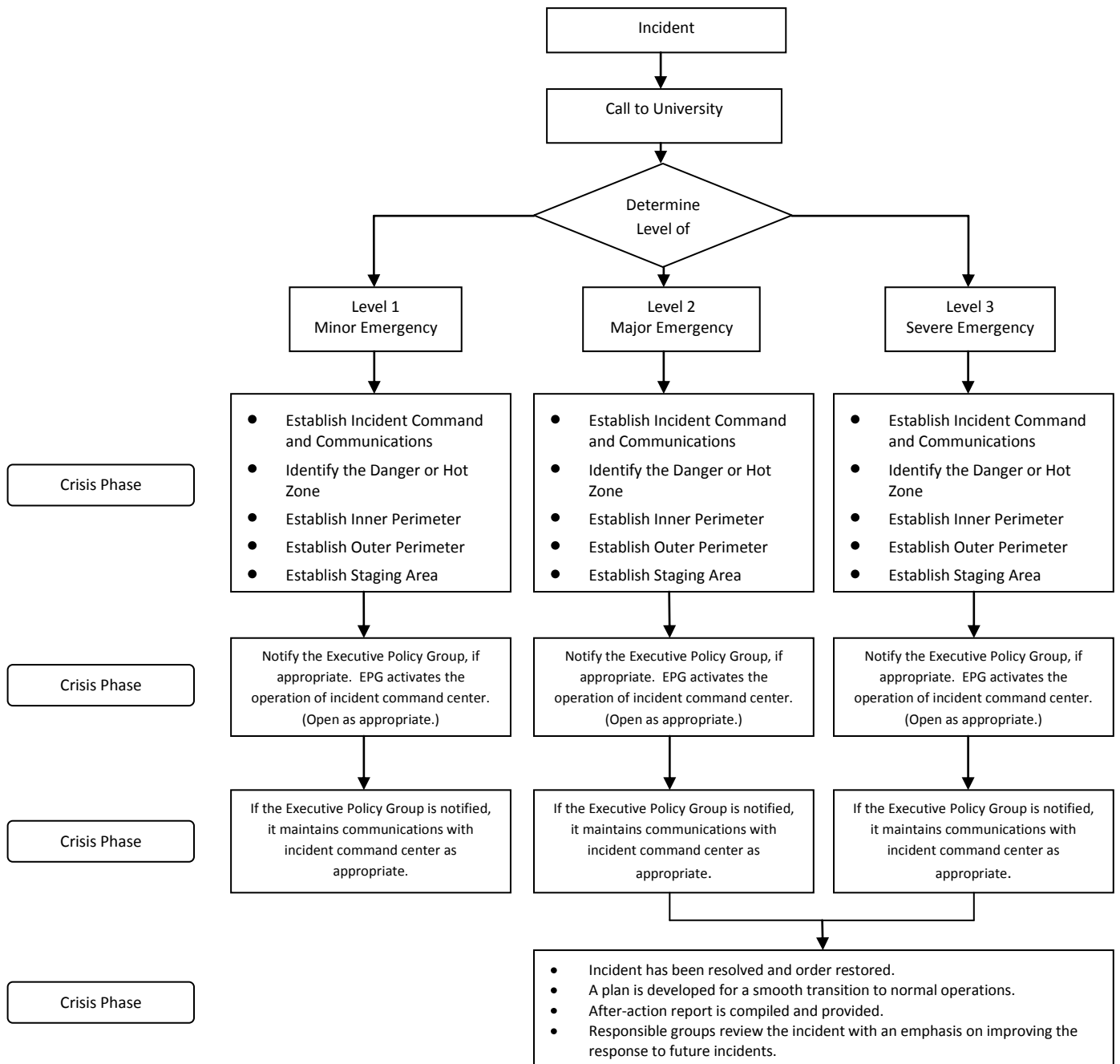
The roles and responsibilities of essential personnel are described in their departmental Continuity of Operations Plans (COOPs).

Stages of Critical Incident Operations

The following chart illustrates the four stages of critical incident operations. Level 1 emergencies (minor) correspond to localized and contained incidents that do not affect the functioning capacity of the university. Level 2 emergencies (major) will disrupt one or more operations of the university and may affect critical business functions or life safety. Level 3 emergencies (severe) are community-wide incidents that will seriously impair or halt the operation of the university.

Four Stages of Critical Incident Operations

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                        ┌─────────────────┐
                        │    Incident     │
                        └────────┬────────┘
                                 ▼
                        ┌─────────────────┐
                        │ Call to University │
                        └────────┬────────┘
                                 ▼
                        ◇ Determine Level of ◇
```

Incident

Call to University

Determine Level of

Level 1 Minor Emergency	Level 2 Major Emergency	Level 3 Severe Emergency

Crisis Phase

• Establish Incident Command and Communications • Identify the Danger or Hot Zone • Establish Inner Perimeter • Establish Outer Perimeter • Establish Staging Area	• Establish Incident Command and Communications • Identify the Danger or Hot Zone • Establish Inner Perimeter • Establish Outer Perimeter • Establish Staging Area	• Establish Incident Command and Communications • Identify the Danger or Hot Zone • Establish Inner Perimeter • Establish Outer Perimeter • Establish Staging Area

Crisis Phase

Notify the Executive Policy Group, if appropriate. EPG activates the operation of incident command center. (Open as appropriate.)	Notify the Executive Policy Group, if appropriate. EPG activates the operation of incident command center. (Open as appropriate.)	Notify the Executive Policy Group, if appropriate. EPG activates the operation of incident command center. (Open as appropriate.)

Crisis Phase

If the Executive Policy Group is notified, it maintains communications with incident command center as appropriate.	If the Executive Policy Group is notified, it maintains communications with incident command center as appropriate.	If the Executive Policy Group is notified, it maintains communications with incident command center as appropriate.

Crisis Phase

- Incident has been resolved and order restored.
- A plan is developed for a smooth transition to normal operations.
- After-action report is compiled and provided.
- Responsible groups review the incident with an emphasis on improving the response to future incidents.

Levels of Emergency Response / Notifications / Communications

The following chart identifies the three levels of emergencies and responses for the university. Level 1 emergencies (minor) correspond to localized and contained incidents that do not affect the functioning capacity of the university. Level 2 emergencies (major) will disrupt one or more operations of the university and may affect critical business functions or life safety. Level 3 emergencies (severe) are community-wide incidents that will seriously impair or halt the operation of the university.

Levels of Emergency Response

Incident Level	Descriptions	Examples
Level 1 Minor Emergency	A localized, contained incident that is of limited duration and may not require initiating the Emergency Operations Plan. This incident does not affect the overall functioning capacity of Emporia State University.	• Aggravated sexual assault • Minor utility failure or outage • Fire (minor) • Food borne infection (minor) • Hazardous chemical incident (minor) • Student suicide/ death • Urban flooding • Violent criminal episode (minor)
Level 2 Major Emergency	A major emergency that completely disrupts one or more operations of Emporia State University and may affect mission-critical functions or life safety. Outside emergency services, as well as major efforts from campus support services, will be required. It may threaten closing down the institution for some period of time. Timely warnings and communications required by the CLERY Act may be considered a Level 2 Emergency. Refer to University Policy Manual for CLERY Act requirements for notifications.	• Major utility failure or outage for extended period of time * • Civil disorder • Extended communications failure * • Fire (major) * • Food borne infection (major) • Hazardous chemical incident (major) * • Snow/ice emergency • Suspected Explosive Device or Explosion * • Violent criminal episode (major) *
Level 3 Severe Emergency	A community-wide emergency that seriously impairs or halts the operation of Emporia State University and surrounding community. In some instances, mass casualties or severe property damage may be sustained. Outside emergency response resources from local and state agencies plus the potential of federal assistance must be used in addition to full activation of all procedures contained within the Plan.	• Pandemic / Epidemic / Medical Emergencies * • Hazardous chemical / material incident (severe) * • Major weather warning / emergency • Mass evacuation and shelter-in-place plans* • Nuclear/biological attack

* Asterisk indicates specific plans detailed in the annexes of the Emergency Operations Plan.

The initial emergency response may require the first responders to begin to function immediately as the ICS. In most cases the first responder(s) will be an officer or officers from the University Department of Police and Safety and will determine the level of emergency response.

The first responder will perform multiple critical functions in a short period of time. The first responder's priorities will be to take actions that are necessary to save lives and prevent injuries;

direct other responding emergency resources; stabilize the immediate crisis environment; and, if necessary, initiate the notification process concerning the incident.

There are numerous variables and conditions which may affect the level of emergency response on campus. First responders will initially determine the level of response and notification. The following chart identifies the Crisis Communication Processes and Public Emergency Notification. The person or group responsible for initiating the campus-wide public emergency notification and crisis communications process is identified in each level of emergency response.

Crisis Communications Processes and Public Emergency Notification

Incident Level	Responsible for Decision to Notify	Responsible for Dissemination	Message	Communication Options
Level 1 Minor Emergency	Emergency First Responder	Emergency First Responder	Direct Communication between First Responder and affected Department.	*CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.*
Level 2 Major Emergency	Emergency First Responder; University President; or Executive Policy Group Representative	Email/Text Emergency Alert System and University Siren.	Standard message and directive information.	*CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.*
Level 3 Severe Emergency	University President; or Executive Policy Group Representative	Email/Text Emergency Alert System and University Siren.	Information disseminated will be incident specific and the public information officer will assist.	*CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.*

Communications Options

CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.

Operation Centers

The Incident Commander (IC) and other operations personnel may be at the Incident Command Center (ICC) located near the site of the critical incident or crisis. The ICC may be a central location where responders and emergency vehicles meet near the incident or in temporary quarters inside a nearby campus building. This location will be determined by the IC in response to the nature and extent of the situation. This location may change during the response phase of the incident.

The EPG may decide to open the Crisis Management Center (CMC) during a Level 1 Emergency. In most cases it will not be necessary. The CMC will be opened during a Level 2 and 3 Emergency. *CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.*

The Public Information and Communications Officer (PIO) will normally establish a Media Center in the Sauder Alumni Center to issue statements and schedule media conferences. The Media Center will be the sole source of information for news. The PIO will communicate only through the Media Center. Reporters will not be admitted to the Crisis Management Center.

Alternate CMC and Media Center locations may be designated if required due to location unavailability caused by the emergency.

Crisis Management Center Activation

When the CMC is activated:

1. *CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.*
2. *CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.*
3. A state of emergency is in effect for the campus community.
4. The EPG will perform the duties as described in the BICS.
5. As the emergency response proceeds, information relative to the nature and extent of the incident will be directed and/or forwarded to the CMC and the EPG. This will include information from a variety of sources including the first responder, Incident Commander, emergency responders, the General and Command Staff and other university and non-university sources.
6. The EPG will use information to make assessments of the impact on the university's business operations.
7. Identify the departments that will likely be affected by the incident and notify these department deans and directors.
8. Department COOPs will be activated if necessary.
9. The EPG will continue to direct and manage the operational response to the emergency through the duration of the incident until the effects of the emergency no longer affect the university's operations.
10. The university president, or the president's designee, will declare an end to any state of emergency when appropriate.

SECTION IV

RECOVERY

Introduction

Recovery from an emergency or crisis involves activities and efforts directed at the restoration of services to the university community and the return of the affected area(s) to pre-emergency conditions.

Recovery efforts often consist of three phases, the action and timing of each varying according to the nature and severity of the incident:

1. An overlap with emergency response, consisting of immediate actions taken to reduce life-safety hazards and make short-term repairs to critical lifelines ("Initial Response").
2. Providing for delivery of critical business functions and ongoing social and emotional needs before permanent rebuilding / recovery is complete. Depending on the nature and severity of the incident, this may continue for days, weeks, or even longer ("Short Term Assessment and Recovery").
3. Planning for and implementing the rebuilding of damaged buildings, other facilities and infrastructure and the resumption of normal, pre-emergency conditions. The time frame may be as little as several days or it may be months or longer ("Long Term Assessment and Recovery").

In order to provide support for the phases identified above, the following section a) details procedures for restoring normal operations, b) reviews the role and composition of the Impact Assessment Group (IAG) and Recovery Task Forces, and c) reviews the role and composition of the Long Term Assessment and Recovery Team (LTART).

Initial Response

As part of the initial response to an incident, efforts may be required to recover critical life-safety services and reduce impediments to the delivery of such services. The exact nature of such efforts and the personnel required to assist will be dictated by the nature of the incident. As such, these recovery efforts and their organizational support will be managed as dictated by the BICS generally within the Operations Section (See, Section III, Response).

Short Term Assessment and Recovery

After initial response efforts to ensure life-safety services have been accomplished, efforts will be directed to ensure that the institution can provide Critical Business Functions (as identified in the Appendix).As in the initial response, the nature and extensiveness of such efforts will be dependent on the nature of the incident and the resulting impact on campus facilities and services.

Initiation and Coordination

The initiation of short term recovery efforts will be performed within the ICS framework as part of the emergency response.

Responsibility for efforts associated with recovery should fall to teams within the Operations Section of the ICS and would likely include 1) the Impact Assessment Group and 2) a number of Recovery Task Forces.

The IAG has the primary responsibility of identifying and documenting the impact of the incident on the ability of the university to deliver Critical Business Functions. It should be comprised of individuals with a variety of skill sets who are familiar with the university's operation and delivery of those functions. Membership and leadership of this group is defined in this document, Section III, "Response".

The IAG will produce an Impact Assessment (see Appendix for the Damage/Impact Assessment Template), outlining the impact of the incident on Critical Business Functions and on the ability to return to normal operations. The report will consist of, at a minimum,

1. Identification of areas and items damaged and physical impediments to normal university operation.
2. Identification of resources and actions necessary to restore normal operation.
3. Information gathered from every department head in areas where damage is evident or in which impediments to normal business operations are obvious.

Departments and areas that provide support for Critical Business Functions will have first priority for analysis and reporting by the IAG. The documented Impact Assessment will be presented to the Operations Section Chief for use in reporting to the IC and the EPG. It will also be utilized to determine the individual Recovery Task Forces required to mitigate the impact and facilitate the recovery process.

Subsequent to the creation of the Impact Assessment, the IAG is responsible for coordinating and managing the response and recovery efforts to ensure the continued delivery of the Critical Business Functions. These efforts include the following:

1. Identification of priorities to ensure delivery of Critical Business Functions. The IAG shall rely on the Impact Assessment in determining such priorities. It shall address recovery issues including, but not limited to,
   a. Shortages of personnel
   b. Shortages of supplies
   c. Alternatives to restoration of facilities, such as relocation or contracting for services (either temporarily or permanently)
2. Identification of resources required, including material, personnel, and funding. The IAG shall rely on the affected departments' Operational Resource Requirements and their individual Continuity of Operations Plans (COOPs). These Requirements and Plans are required to have been identified and documented by the individual units that have responsibility for providing the Critical Business Functions of the university. These documents may be found in the university's "Continuity of Operations Planning Document," maintained by the CIPG, as pre-defined by the departments/directors/heads associated with Critical Business Functions (departments and individuals identified in the Appendix, "Critical Business Functions").
3. Coordination of efforts to ensure delivery of Critical Business Functions.
4. Establishment of priorities and resources required to return to Normal Operations.
5. Creation of a preliminary time-line for a return to normal operations.

Specific recovery efforts to address the above shall be directed through the creation of one or more Recovery Task Forces. The number and nature of the task forces will be dependent on the nature of the crisis, the specific impact on university operations and Critical Business Functions, and the efforts required (as determined above) to address those impacts. The Recovery Task Forces are directed by the IAG as part of the Operations Section of the ICS.

Phase out/Transition

Coordination of short term recovery efforts would continue within the Incident Command structure as part of the Operations Section until either, 1) it is determined that it is feasible to return to normal operations, or 2) it is determined that the Incident Command is no longer warranted but the recovery efforts are not yet complete, in which case such efforts would move into a "Long Term Assessment and Recovery" phase.

Long Term Assessment and Recovery

For major and severe emergencies that will have an extended duration of direct or indirect impact on the overall functions of the university, recovery efforts will extend beyond the initial response and the duration of the use of the ICS.

In such cases, recovery efforts originally coordinated within the framework of the ICS will become the responsibility of the Long Term Assessment and Recovery Team (LTART). The make-up of this team is identical to the Continuity of Operations Planning Group, which has ongoing responsibility for planning continuity efforts (see Section II: Prevention, Mitigation, and Preparedness).

In their role as part of the recovery efforts during a specific crisis or incident, the LTART is convened at the direction of the EPG and works with the Incident Commander, the Operations Section Chief, the Impact Assessment Group, and specific Recovery Task Forces to ensure a smooth transition.

The role of the LTART shall be to:

1. Continue the efforts of the IAG and Recovery Task Forces in restoring and maintaining Critical Business Functions.
2. Coordinate the execution of any and all COOPs required by departments to ensure the delivery of Critical Business Functions.
3. Work with the EPG in creating and executing a plan to return to normal operations
4. Coordinate efforts in restoring facilities and infrastructure as a part of the effort to return to normal operations.
5. Identify and coordinate the operational details of the repopulation plan in cases where the incident has required mass evacuation of the campus (see "Repopulation" Section of this document).
6. Coordinate, when appropriate, the transition to normal operations.

Transition / Return to Normal Operations

Once the LTART has identified that a transition back to normal operations is feasible and appropriate, efforts to do so will be overseen by this team. Details of individual department and divisional efforts to resume normal operations should be identified as part of each unit's COOP, as set forth in the university's "Continuity of Operations Planning Document."

Repopulation

Depending on a number of factors, including the nature, level, and duration of the incident, it may be necessary during the response phase to execute a mass evacuation of the university. Mass evacuation will be completed according to procedures outlined in an annex to this plan.

If mass evacuation is mandated, it will be necessary for the LTART to oversee creation of an incident-specific plan for the repopulation of the affected areas. The nature of the incident will directly affect the repopulation plan, as criteria and considerations for repopulation will be substantially different depending upon whether the evacuation was the result of a pandemic, structural damage from a tornado, or some other cause.

If warranted, the LTART should create a Repopulation Task Force to oversee the planning and logistics of the effort. The plan should include the following:

1. Plans for working with University Police and Safety, as well as city, county, state, and federal entities
2. Identification of existing risks or deterrents to re-population
3. Specific criteria (corresponding to existing risks) for the safe return of employees and students
4. A timeline for the elimination of existing risks and for the re-population effort

The plan should address the following as part of the criteria and considerations for repopulation:

1. Ability of the university to ensure the safety and security of individuals
2. Structural integrity of facilities
3. Operational capabilities of facilities
    a. Health and sanitation (running water, restroom facilities, etc)
    b. Environmental controls (appropriate heating & cooling, etc)
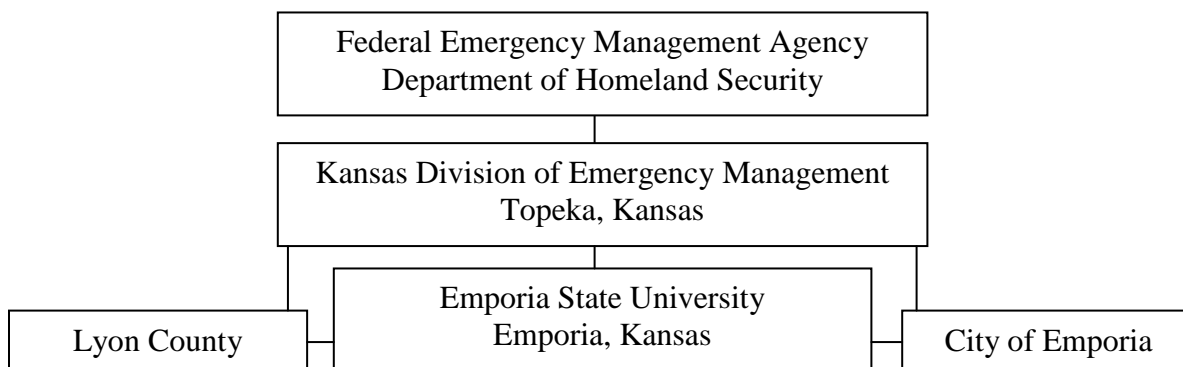   c. Technology infrastructure (voice and data communications capabilities, etc)

Any determination that it is appropriate to allow repopulation will be made in accordance with applicable local, county, state, and federal guidelines. The LTART is responsible for keeping the Executive Policy Group informed of the repopulation plan and its execution, and for documenting any and all issues associated with the efforts. The plan and any associated observations should be included in the formal After-Action Report that will be generated.

Interaction with Other Agencies

Depending upon the nature and severity of the incident and the breadth and depth of university resources available to address response and recovery efforts, it may be necessary to engage the

resources of local government, state, and federal agencies. The process for reporting is identified in the following diagram for emergency coordination with local, county and state agencies:

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┌─────────────────────────────────────────┐
│  Federal Emergency Management Agency     │
│  Department of Homeland Security         │
└─────────────────────────────────────────┘
┌─────────────────────────────────────────┐
│  Kansas Division of Emergency Management │
│  Topeka, Kansas                          │
└─────────────────────────────────────────┘
                ┌──────────────────────────────┐
                │  Emporia State University     │
                │  Emporia, Kansas              │
┌──────────────┐└──────────────────────────────┘┌──────────────┐
│ Lyon County  │                                 │ City of Emporia │
└──────────────┘                                 └──────────────┘
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The nature, extent, and operational framework for mutual aid engagements fall within the scope of agreements that are described within the appendixes of this EOP.

After-Action Report / Documentation

As the final step in the Recovery Phase, an After-Action Report must be prepared. Responsibility for preparation of this report falls to either 1) the IAG (overseen by the Operations Section Chief) or 2) the LTART, depending on the nature of the incident and which group / team had been engaged to oversee the recovery efforts.

Regardless of the group responsible, the After-Action Report should include the following, at a minimum:

1. A compilation of all documentation produced as part of the recovery efforts, including
   a. Physical Impact Assessments
   b. Summary of impact(s) to Critical Business Functions
2. A detailed review of the major efforts required and expended as part of the Recovery Phase, including
   a. Enumeration of units required to initiate their COOP(s)
   b. Enumeration of university resources required
   c. Summarization of the use of any mutual aid agreements
3. A critical evaluation and assessment of the effectiveness of the different efforts along with specific recommendations for improving response and recovery efforts, including
   a. Critical evaluation of any and all COOPs utilized
   b. Critical evaluation of university resources required vs. those available
   c. Critical evaluation of the effectiveness of mutual aid agreements

The resulting After-Action Report will be submitted to the CIPG for use in review and future planning efforts.

SECTION V

TRAINING AND MAINTENANCE

Training

Trained and knowledgeable personnel are essential for the prompt and proper execution of the EOP. Training on university-wide emergency response roles and the Incident Command System will generally be coordinated by the Co-Emergency Managers of the Critical Incident Planning Group. Led by the appointed Co-Emergency Managers or their designees, the CIPG will develop and implement training to be approved by the Executive Policy Group. Training will ensure that all response personnel have a thorough understanding of their assigned responsibilities in an emergency, as well as of how their roles and responsibilities relate to the other response components of the EOP.

At the direction of the Co-Emergency Managers, the CIPG will identify, develop, and implement annual training requirements and testing mechanisms. These include appropriate NIMS-compliant courses ranging from introductory to advanced; university-wide functional exercise training and testing for the EPG, CIPG, and likely first responders; and at least one emergency-evacuation-related drill per year involving students, faculty, and staff.   Additional testing exercises will be held to allow defined work groups to practice their functional roles under emergency conditions. Evaluation of the testing will be completed using methods determined by the CIPG.

Training and testing records will be maintained by the CIPG. The CIPG may recommend modifications to the EOP based on training and testing results.

Maintenance

The EOP will be reviewed regularly by the CIPG. This review will include, but not be limited to, compliance with applicable laws and the ability to address identified risks. Departmental emergency planning, response, risk assessment, and continuity of operations plans shall be submitted annually to the Co-Emergency Managers of the CIPG. The CIPG will direct, oversee, review, and maintain copies of departmental plans. The CIPG will identify potential risks to persons, operations, facilities, and well-being of the university community. In light of these assessments, the CIPG shall propose modifications of the EOP to the EPG for approval. Upon approval, a record of revisions will be maintained by the CIPG. The publicly distributable

portions of the university's emergency planning set forth in the EOP shall be made available by the CIPG.

ANNEXES

ANNEX I

ARMED OR VIOLENT BEHAVIOR

Because violence can occur at any time in any place, the campus community is advised to be vigilant, alert, and aware. Awareness of an individual's surroundings can be a significant deterrent to criminal behavior in general. Recognition of potential threats may allow enough time for persons in the area to react and remove themselves from harm's way. If suspicious activity or significantly out-of-the-ordinary or violent behavior is observed, community members are urged to contact University Police and Safety promptly. Situations involving armed or violent behavior are dynamic and typically evolve rapidly. Early notification coupled with law enforcement intervention may significantly speed resolution.

In general, the community's response will be determined by the specific circumstances at hand. There are, however, general guidelines that should be considered.

> Try to remain calm. Get as far away from the violence as quickly as possible. Utilize any and all cover and concealment available as you flee for safety. Warn others as you escape. If you encounter law enforcement personnel, follow their orders explicitly. Officers may not have a good description of the suspect(s). Give officers as much information as possible regarding the situation and the violence and the best possible description of the suspect(s).

> If it appears that fleeing may place you in significant danger, consider sheltering in place. Each individual must personally evaluate the circumstances and make decisions regarding the most prudent course of action. Taking calculated risks may be the difference between life and death.

> Close, lock, and barricade doors when possible and DO NOT answer the door, respond to voice commands, or leave unless or until you can verify that there is a law enforcement officer at the door.

> Keep quiet, turn off lights and radios. Silence cell phones.

> Close windows and blinds when possible. Consider placing signs in exterior windows to assist responders in locating victims. Because erected signs can be viewed by suspects as well as responders, this is a potential risk which must be considered and weighed prior to erecting signs.

> Remain as quiet as possible and keep yourself and others out of sight. Attempt to obtain cover and concealment behind walls, desks, file cabinets, etc.

If running or sheltering in place cannot be accomplished because of close proximity to the incident and/or suspect(s), try to remain calm. Do nothing to provoke the suspect(s) or draw attention to yourself. If others are injured or dead, consider "playing dead." As a last resort, when there is no chance of escape, you may be forced to attempt negotiation or fight for your life.

Whenever it is safe and possible to do so, call 911 or notify University Police and Safety. Give as much specific information as possible. Describe the situation, the location, and the suspect(s). Try to give communications personnel descriptions of clothing and detailed personal characteristics of assailants such as tattoos, hair color/length/style and facial hair (when present), race/gender, and type of weapon(s) deployed. Clear, concise, and accurate information relayed to emergency responders in a timely manner may have a significant impact on the overall resolution of an incident.

References:

http://webs.wichita.edu/depttools/depttoolsmemberfiles/emergency/WSU_EOP-revised_09-03-08_web.pdf

http://umemergencymanagement.umich.edu/flipcharts/physical _threats.html

ANNEX II

BOMB THREAT

1.   When a bomb threat is received, regardless of source, the Director of Facilities and the Director of University Police and Safety shall be notified immediately. They will report, as soon as possible, to the University Police and Safety Office or another location agreed upon to be most appropriate based upon incident-specific circumstances.

2.   The Director of Facilities shall initiate the notification process as outlined in the EOP. University officials will immediately begin to analyze all available information. Threat analysis / risk assessment will determine the validity or credibility of a threat and help guide officials in the development of an action plan if necessary. When an action plan is necessary, it will include a non-disturbing search or appropriate evacuation.

3.   When an action plan is initiated, the following core personnel will be contacted, briefed on the situation, advised of the designated meeting point, and asked to respond as quickly as possible:

        Director of Facility Planning
        Environmental scientist
        Physical Plant Supervisor Specialist
        Director of Administration and Construction Services
        Director of Building Services/Utilities and Systems Maintenance
        Duty officers and off duty officers as necessary
        Facilities personnel as necessary
        Residence hall personnel including the director (if a residence facility is targeted)

        The Director of Facilities will designate and assign search areas. In his absence, the Director of University Police and Safety, or the immediate senior police officer present, will make assignments.

4.   If a device is alleged to have been placed in a departmental area of the university, the head of the affected department will be notified and asked to report to the meeting point. Faculty and staff familiar with the area should be utilized to the extent possible. They may assist search teams in identifying items that are out of place or abnormal.

5.   A non-disturbing search shall be initiated. Areas involved in normal operations will not typically be interrupted. In an effort to minimize fear and/or panic, no reference to bomb threat or explosive device should be made. Explosive devices may be designed to trigger

and detonate when subjected to electromagnet energy. Two-way radios, cellular phones and/or any electronic device which transmits or receives must not be used in or around areas that could potentially contain an explosive device.

6.   In all cases involving potentially explosive devices,

   a. DO NOT TOUCH OR ATTEMPT TO MOVE ANY SUSPECTED DEVICE OR OBJECT.
   b. Isolate the area and evacuate all persons to a safe distance.
   c. Notify the Emporia Police and Emporia Fire Departments for assistance.
   d. Establish and control a perimeter.
   e. WAIT FOR THE EXPERTS.
   f. Do not begin repopulation until the device is declared safe and/or removed.
   g. Complete post incident review and evaluation.

ANNEX III

CHEMICAL ACCIDENT

1.   In the event of a spill remain calm, move away from the spill and ask other lab personnel for help. If people have been injured remove them and others who may be affected from the area. If necessary, get the affected to the eyewash or safety shower and then call 911.

2.   Should a chemical spill occur and there are injuries involved that appear to be caused by chemical fumes, or if obvious fumes are visible or can be smelled, do not attempt to approach the victim(s) to assist. Extinguish possible ignition sources, if appropriately trained and it aware it is safe to do so. Leave the area and contact University Police and Safety immediately at 341-5337.   Pull the fire alarm on the way out of the area to empty the building of occupants. Do not open windows and doors as this may help spread fumes to the rest of the building.

3.   University Police and Safety will call the Emporia Fire Department to report a chemical accident with injuries, and relay the location. University Police and Safety will then contact the ESU Chemical Safety Officer, the Director of University Police and Safety, and the Director of Facilities.

4.   If the spill is non-threatening, clean it up using standard procedures including containing the spill to keep it from spreading to a floor drain or under furniture. Wear personal protective equipment (impermeable gloves) and use absorbent materials to clean up the spill. Place the used clean-up materials in a plastic bag and contact the ESU Chemical Safety Officer.

ANNEX IV

EMERGENCY MASS EXIT EVACUATION OF
NON-RESIDENCE HALL BUILDINGS

Emergency Mass Exit Evacuation of Academic Buildings

DO NOT USE ELEVATORS DURING AN EMERGENCY EXIT!

NEVER re-enter a building until an "all clear" announcement is given by a uniformed police officer or fireman. The silencing of the fire alarms is NOT an indication that it is safe to enter the building.

See ESU Policy Manual Section 3N.06 for planning and procedures for emergency mass exiting and evacuations.

Classroom Settings

Faculty

1. Immediate response is important at all times. Teaching faculty will review aloud the university's policy related to evacuation and exiting within the first 2 weeks of classes.
2. Teaching faculty must supervise any actual emergency mass exit evacuation and immediately evacuate the building. In all cases the faculty's prime responsibility is to supervise the majority of students during an emergency mass exit evacuation. Identify individuals with disabilities and assist according to university policy as set forth in the policy manual.
3. Any person evidencing confusion, disorientation, or hysteria must be assigned assistants and escorted to safety.
4. Classroom windows and doors must be closed. Doors must not be locked because individuals with disabilities may need to use the classroom as an Area of Refuge and to promote easy access by emergency personnel.

Individuals with Disabilities

1. Able-bodied persons using reasonable care who assist in evacuating individuals with disabilities may be protected from liability under the Kansas Tort Claims Act and Good Samaritan Act.
2. The less preferred method of emergency mass exit evacuation for individuals with disabilities is to be assisted to a Safe Room (any room or office with a door and telephone far removed from the source of emergency). The person assisting shall

dial 911 and contact the local emergency operator and relay the location of the individual with disabilities, then leave the building and notify an emergency responder of the location.

3. In the event that the assistant determines that his or her personal safety would be jeopardized by leaving the Safe Room, the emergency operator should be advised to contact the emergency first responders and University Police and Safety and advise them that people are remaining in the Safe Room.

Non-classroom settings

1. All persons should learn the primary and alternate emergency mass exit evacuation routes in their buildings. Individuals with disabilities must make arrangements with assistants for safe emergency mass exit evacuation.
2. Upon notification of the need for an emergency mass exit evacuation all personnel will immediately exit the building using the appropriate escape route.
3. Office windows and doors must be closed. Doors must not be locked because individuals with disabilities may need to use offices as Safe Rooms.

Conferences

The event sponsor in academic facilities shall instruct attendees about emergency evacuation routes and be responsible for the orderly emergency evacuation of the room(s) and building. The event sponsor shall request and identify attendees who require special assistance and prepare a plan for assistance based on the need for a possible evacuation.

Office Areas

The office supervisors will be responsible for assuring that the office personnel are familiar with the emergency mass exit routes for their areas, including routes for persons with disabilities.

ANNEX V

EXTENDED COMMUNICATION FAILURE

<u>Definition</u>:   A wide-spread voice communication (land-line or cellular) or data communication outage of four or more hours affecting a large portion of the campus community or multiple campus buildings.

NOTE: Isolated outages should be handled according to routine Technology and Computing Services (TCS) procedures, beginning with first contacting the TCS Help Desk.

<u>Emergency Steps</u>:

<u>VOICE (campus phones)</u>
1. Contact the TCS Help Desk to report the nature of the outage. If TCS Help Desk personnel are unavailable (e.g., after hours) or unreachable, contact University Police and Safety to report the outage.
2. TCS will
    a. Place a call to the appropriate vendor's emergency repair number with details of the outage.
    b. Notify and maintain contact with the Executive Planning Group (EPG) in conformity with the EOP communications plan.
    c. Notify the campus community (via alternate communication avenues) regarding the outage, including Estimated Time of Restoration (ETR).
    d. Depending on ETR, pursue alternate emergency plans for campus voice communications – distribution of cellular phones, etc.
    e. Coordinate resolution, keeping the campus community and the EPG informed.

<u>CELLULAR</u>
1. Contact the TCS Help Desk to report the nature of the outage. If TCS Help Desk personnel are unavailable (e.g. after hours) or unreachable, contact University Police and Safety to report the outage.
2. TCS will
    a. Place a call to the appropriate vendor's emergency repair number with details of the outage.
    b. Notify and maintain contact with the Executive Planning Group (EPG) in conformity with the EOP communications plan.
    c. Notify the campus community (via alternate communication avenues) of the outage, including Estimated Time of Restoration (ETR).

    d. Depending on ETR, pursue alternate emergency plans for emergency cellular communications (e.g. alternate providers with area coverage, etc.)

    e. Coordinate resolution, keeping the campus community and the EPG informed.

DATA

1. Contact the TCS Help Desk to report the nature of the outage. If TCS Help Desk personnel are unavailable (e.g., after hours) or unreachable, contact University Police and Safety to report the outage.

2. TCS will:

    a. Determine if outage is due to university-owned equipment or with vendor-supplied connectivity.

    b. Notify and maintain contact with the Executive Planning Group (EPG) in conformity with the EOP communications plan.

    c. Attempt to notify campus through available means, depending on impact of outage.

        ▪ Alternatives may include: email, emergency notification system, off-site temporary web page, local cable channels, etc.

    d. If on university-owned equipment,

        ▪ Begin problem determination / resolution.

    e. If on vendor-supplied (external to campus) equipment:

        ▪ Contact the Internet Service Provider (ISP) emergency operations center, providing details of outage

    f. Depending on ETR, pursue alternate emergency plans for business continuity.

    g. Coordinate resolution, keeping the campus community and the EPG informed.

Depending upon the extent and nature of the failure, refer to other sections of the Emergency Operations Plan.

ANNEX VI

FAMILY RESOURCE AND SUPPORT CENTER

Establishment of a Family Resource and Support Center, as allowed and in conformity with applicable law, may be necessary to facilitate the exchange of information and to address family needs. The Family Resource and Support Center provides families with accurate information in an appropriate manner and setting.

In crisis situations, the Incident Commander may determine that a Family Resource and Support Center is needed.

Once that decision is made, the Family Resource and Support Center group (FRSC) is activated and the supervisor initiates the steps to establish the Center. Depending upon the scope of the crisis, the Red Cross may assist and/or lead in this effort.

The supervisor, in consultation with other crisis response personnel, will select a location or locations that can support at a minimum an incident crisis hotline and family meeting place.

Families may travel to the disaster site and be away from home for some time. The family assistance center addresses the basic physical needs, including food, shelter, transportation, telephones, and emergency services, as well as the emotional/psychological needs of families. The following represents the command structure as well as major considerations for site selection:

Incident-Commander-authorized mobilization of the group
>Incident Commander communicates to Operations Chief
>Operations Chief identifies supervisor from pool of appropriately trained staff
>Supervisor activates members of the group as needed

Site selection factors (off-campus location is most desirable)
>Type of disaster and number of injuries and/or fatalities
>Needs of the many participating agencies
>Location in relation to the disaster site
>Parking
>Availability of facility—immediate and long term
>Sauder Center for crisis hotline
>Motels, churches

Infrastructure
>Wireless capability

Electrical power
Volunteer Dispatch Center
Telephone service
A sufficient number of lavatory facilities
Controlled heat/air conditioning, water, and sewage
Adequate parking
Security options
Disability accommodations

Space and floor plan – to accommodate many functions and delivery of services

Operations center and administrative offices
Reception area
Large general assembly room with a public address system
Reflection rooms
Counseling and bereavement rooms
Infirmary
Child care area

Services

Counseling
Basic needs (beverages, blankets, pillows, toiletries, etc.)
Volunteers
Other support services

ANNEX VII

FIRE

For fires in academic buildings, regardless of whether or not you are able to extinguish the fire yourself, call University Police and Safety immediately at 341-5337.

1. In academic buildings if you smell smoke but do not see flames contact University Police and Safety.

2. In academic buildings if you see flames and cannot extinguish them yourself immediately leave the building and pull the fire alarm as you exit.

3. For uncontrolled fires outdoors call University Police and Safety immediately at 341-5337. If you are able, enter the nearest academic building, find a portable fire extinguisher and extinguish the flames if it appears they may spread to damage structures or harm property.

4. Consult ESU Policy Manual Section 3N.11, Fire and Life Safety Policy.

ANNEX VIII

PANDEMIC RESPONSE PLAN

This plan is an annex to the Emporia State University EOP and provides an organized, comprehensive statement of the university's intended response to a pandemic. A pandemic disease is a public health emergency that would place extraordinary demands on the university along with the local, community, state, country, and global community. The goal of this plan is to reduce the number of students, faculty, and staff who become seriously ill or die from a pandemic disease. As set forth in the EOP, the National Incident Management System is the structure used to respond to a pandemic emergency.

Authority for response to pandemic emergencies is identified in the ESU EOP and set forth by other agencies including, but not limited to, the following:

1. International
   a. World Health Organization (WHO)
2. Federal
   a. Federal Emergency Management Agency (FEMA)
   b. Department of Health and Human Services
   c. Centers for Disease Control (CDC)
3. State
   a. Kansas Department of Health and Environment (KDHE)
   b. Governor's Executive Orders and/or Declarations
4. Local
   a. Lyon County Health Department (LCHD)

Planning Assumptions

1. Each pandemic illness is unique and this plan cannot address every possible scenario, requiring flexibility and some latitude in determining the appropriate response.
2. A pandemic will create several waves of acute health crises, with the length of the waves varying according to the nature of the transmission, infectious period, acute period, and recovery time.
3. The first wave of the pandemic will have greatest health consequences.
4. The university will be responsible for continuity of operations and for care of those students unable to leave campus in the event of a closure.
5. Some level of loss of essential employees will require back up options for essential functions.
6. The university will be considered a community asset in responding to a pandemic.
7. Vaccines will not be available for at least the first six months following the specific identification of the disease or for all who are at risk.

8. Prophylactic medications will be in short or limited supply.
9. Health care workers and other essential service providers will be likely to contract the disease at the same rate as the general population, placing additional stress on the university's ability to provide medical care.
10. The university's health care resources will need to be utilized according to a priority needs protocol.
11. International travel may be restricted.
12. Social distancing strategies, including isolation and quarantine, may be employed.
13. Personal protective equipment may need to be available on a wide basis.
14. Internal and external communications will need to be intensified and coordinated.
15. Services providing basic human needs, such as food service, may be in short supply or require different delivery methods.
16. There will be widespread circulation of conflicting information, misinformation, and rumors.
17. Absenteeism of employees and students may be affected by the need for self-isolation, the closing of public schools, quarantines, and other measures taken in the surrounding community.

Activation of Pandemic Response Plan

The university EOP, including the BOPTS and BICS, shall control this plan. Upon appropriate notice from a first responder, the president of the university, or the president's designee, has the authority to declare an emergency in order to activate the EOP, the ICS, and the Pandemic Plan. The Executive Policy Group will designate an Incident Commander and the Liaison. The EPG and IC will develop into the BICS. At least one member of the command staff should have health administration experience, public health training, and/or be a health care provider. Depending on the nature of the pandemic, the EPG or the IC may recommend that a Pandemic Assessment Team (PAT) be appointed by the EPG and meet in an advisory capacity during a Level 1 emergency. The PAT may include, but is not limited to, administrators from the following areas: Human Resources, Facilities, Student Life, Technology and Computing Services, Food Services, University Police and Safety, Academic Affairs, University General Counsel, Fiscal Affairs, Student Wellness, Residential Life, and International Education.

The university will be responsible for the following:

1. Disease surveillance, including providing assistance to county and state officials with contact tracing, selection and implementation of disease control and prevention measures such as vaccine administration/pharmaceutical administration for prophylactic or treatment purposes.
2. Provision for communications technology as needed.

3. Identification of resources to carry out an emergency vaccination or establish a medication dispensing clinic.
4. Communication of information regarding prevention and control measures and the local effects of the disease to students and their families, staff and faculty, and the media.
5. Maintenance of essential university functions and the care of students unable to relocate.

In accordance with the university EOP, the president, or in the president's absence the president's designee, is responsible for any determinations regarding the opening or closing of the university or any of its components. Such decision would be based on the local situation and recommendations from the KDHE, Kansas Board of Regents, Lyon County Public Health Officer, EPG, and the Incident Command.

The protection and welfare of the university community will be managed by the university in cooperation with the FHCHC/LCHD, KDHE, and CDC. In the case of an executive order from the governor of Kansas declaring a public emergency, these external agencies may move beyond an advisory role and assume direction of the campus emergency in conformity with applicable laws and regulations.

Concept of Operation

The plan utilizes a phased approach to disease emergence based upon both the EOP Emergency Levels and the pandemic phases established by the World Health Organization. There can be variability in severity of a pandemic disease and the way in which the WHO defines their phases may not always reflect the degree of impact on a campus. Therefore, the emergency levels as defined in the EOP will take priority over WHO phases.

Programs and offices with responsibilities under this plan will develop and maintain procedures for implementing this plan. The following table provides guidelines for general responsibilities based on ESU EOP emergency levels in correlation with the WHO Pandemic Levels, which may be modified as necessary based on the severity of the incident.

Pandemic Response Table of Responsibilities

ESU EOP Levels:	Non-Emergency	Level 1	Level 2	Level 3	Recovery
WHO Phases:	Phases 1, 2, & 3	Phase 4	Phase 5	Phase 6	Post Pandemic
Executive Policy Group (EPG)		Decide if a Pandemic Assessment Team should be appointed and convened. Request departments review and update their pandemic response plans. Monitor faculty and staff travelers entering from affected regions.	Activate Incident Command System. Consider relaxing leave policies, student absence policies. Approve expenditure of funds for supplies. Discuss containment strategies, media plan. Consider suspending travel, large events. Monitor situation. Receive updates from IC. Provide responses to policy questions from IC.	Decision for closure made based on KDHE, CDC, LCPH guidelines. Monitor situation. Receive updates from IC. May cancel events, athletic and international travel based on severity. Provide responses to policy questions from IC.	
Incident Commander			Request Activation of EOP.	Recommend suspension of academic activities.	

			Communicate with LCHD and KDHE regarding planning and surveillance. Communicate and benchmark with other university health services. Increase education efforts about reducing transmission, symptoms, etc. Expand IC as needed, oversee operations, planning, logistics, and fiscal sections. Provide PIO with information/talking points and coordinate messages to public and other media. Prepare Action Plan, maintain action logs, and communicate with Liaison/EPG.	If Emergency Declaration occurs, follow direction of Public Health Officer. Insure that CIT is staffed adequately, expanding staff and functions, if needed for longer hours of operation.	

Health Services		Encourage annual seasonal influenza vaccination, esp. for high risk individuals. Provide staff with fit testing and training on respiratory protection if recommended. Identify and begin to procure equipment, medicine and supplies likely to be needed. Survey flu-like illness, with county and state reporting as indicated. Monitor KDHE, CDC, WHO for updates. Send representatives to Community Preparedness and relevant briefings.	At clinic entrance, use signage directing patients with influenza symptoms to don mask, use hand sanitizer (just inside entry), and report to reception. Isolate one exam room for suspected influenza. Provide staff with N-95 masks to use per CDC guidelines. Activate telephone triage line and schedule. Initiate poster, email campaign on self-protection, symptoms. Communicate with concerned students and parents.	Follow public health directives concerning isolation/quarantine. Assist with notification of contacts. Initiate influenza triage (cancel routine appointments, phone triage per protocol, RN triage of all students with only the sickest seeing the ARNP). Contact Coroner's office if necessary.	

Police & Safety		Train officers and dispatchers on pandemic influenza. Alert Health Services if encountering individuals with flu-like symptoms. Provide essential personnel with fit testing and training on respiratory protection if recommended.	Implement policy on transporting individuals to the hospital. Essential personnel receive N-95s if recommended.	Secure buildings and post signage. Assist Health Services.	
Facilities		Identify building ventilation systems. Provide essential personnel with fit testing and training in respect to protection Assist in prevention efforts with installation and maintenance of hand sanitizer dispensers	Essential personnel receive N-95s if recommended. Arrange for additional medical waste pickups. Coordinate efforts with housing and food services. Implement any recommended containment procedures, such as additional cleaning, use of	Stand by to shut off utilities as directed by the IC, if necessary. Assist Technology & Computing Services to add additional phone lines to EOC if needed. Assist Health Services.	

			disinfectants, etc.	
Residential Life		Provide essential personnel with fit testing and training on respiratory protection if recommended. Train RAs on influenza issues. Plan for potential isolation. Identify rooms/areas, food delivery. Develop emergency tracking system for residents to report their temporary address.	Coordinate activation of isolation plan with food service, facilities. Essential personnel receive N95s if recommended. Identify roles of essential staff: leadership, communications, food delivery, maintenance, and housekeeping. Activate emergency tracking system.	Assist non-infected residents with relocation plans. Follow quarantine guidelines of public health officer. After closure of university, provide Incident Command with list of students left in halls and their location.	
Food Service		Identify and train essential personnel on influenza issues. Provide essential personnel with fit testing and training on	Essential personnel receive N-95s. Coordinate activation of isolation plan with Residential Life. Identify meal delivery	After closure of university, maintain food and water delivery for students in quarantine, students unable to relocate, and essential personnel	

		respiratory protection if recommended. Coordinate with Residential Life in planning for potential isolation. Plan emergency-response menu with various degrees of need. Include campus essential personnel needs for food/water in plan. Stockpile additional foodstuffs and water. Plan for food delivery to isolated/quarantined students, including delivery supplies.	need and method for isolated students. Activate plan for providing food and water for essential personnel reporting for duty on campus.	reporting for duty.	
Human Resources		Identify essential personnel. Develop a policy for telecommuting.	Assist PIO and IC in preparing and disseminating information to employees. Maintain essential	Activate recommended modified leave policy and telecommuting policy if directed by EPG.	

			functions. Monitor communications from State Department Administration regarding leave policies. Be ready to activate telecommuting policy if directed by EPG.	Communicate with IC regarding leave policies. Assist PIO and IC in preparing and disseminating information to employees.	
Marketing and Media Relations		Monitor news media for developments. Identify possible campus PIO. Develop plan for dissemination of information via website, email, etc.	Write and record bulletins and updates on emergency hotlines. Create special website, links from ESU front web page. Keep updated. Write or edit communications to public, employees, students, coordinating with IC, EPG, and HR. Respond to requests for information from media.	Organize phone banks, if necessary (phone banks can refer callers to health services or emergency services, take messages, support rumor control). Establish a Media Center; coordinate press releases, and manage news teams and interviews.	
President's Office		Convene Executive Policy Group.	Essential personnel receive N-95s if	Authorize temporary suspension of classes or	

		Review Pandemic Response Plan.	recommended.	university closure, considering recommendations from IC, LCPH, EPG.	
		Select the appropriate university spokesperson(s) for media reporting .	Activate EOP.	Provide oversight for student, staff, and faculty family notifications if appropriate.	
		Provide essential personnel with fit test and training on respiratory protection if recommended.			
		Consider plan for restricting travel, activities, athletic events.			
Counseling Center		Identify essential personnel, fit test for N-95 masks, if recommended.	Essential personnel receive N-95s if recommended.	Provide crisis counseling and support, via telephone if recommended.	
		Develop plan for providing continuity of care for current clients.	Shift current caseload to deal with emerging needs of campus.	May assist Health Services and Student Life with checking on sick students, communicating with parents, etc.	
		Develop plan for meeting the campus needs for counseling and support	Consider activating electronic resources for counseling.		

		during crisis.		
Technology and Computing Services		Assess supplemental needs. Assess needs for web page support Develop plan for distributing phone calls to homes or phone banks. Identify hotline extension. Work with academic affairs to develop plan for alternate methods of education.	Purchase/contract for supplemental needs as identified in Phase I. Set up hotline if requested by IC. Determine if extended staff time is needed to meet need for alternate classroom methods.	Activate additional phone extensions to EOC, isolation/quarantine areas. Assist with email message distribution. Provide guidance for forwarding phones. Provide technical support for increased telecom and computer use.	
Academic Affairs		Identify alternatives to classroom instruction. Plan education campaign for faculty.	Identify essential personnel (during closure). Consider adopting flexible, generous attendance policy for students, if recommended. Refer symptomatic students to Health	Activate plans made in Phase I and II for closure, if directed by EPG.	

			Services. Identify areas of research that could be affected by closure and plan for continuity.		
Fiscal Affairs		Plan for carrying out fiscal responsibilities during closure, including payroll, leave, overtime, etc.	Identify essential personnel and train backups if recommended. Identify potential fiscal impact of closure. Review recovery plan.	Maintain essential fiscal operations.	
Office of Inter-national Education		Monitor recommendations for travel to and from any affected locations. Plan for possible early return of students studying (and faculty) abroad.	Assess need to cancel travel abroad. Notify Health Services of students arriving from high-risk areas. Provide information to families or country representatives of international students in coordination with IC and PIO. Refer symptomatic	Track and coordinate needs of international students who are ill. Provide communications with families or country representatives of international students in coordination with IC and PIO.	

			students to Health Services Work with Residential Life and Dining Services to accommodate students who cannot relocate during potential closure. Coordinate with IC and PIO to provide information to students.		
Student Life		Develop plans for potential closure. Identify essential personnel and functions. Center for Student Involvement—consider Greek houses, any students unable to relocate. Identify essential personnel, fit test for N-95 masks, if recommended.	Essential personnel receive N-95s if recommended. Assist students in making personal preparedness plan. Refer symptomatic students to Health Services. Coordinate with Residential Life to isolate and track sick students and relocate roommates if	Support Health Services. Assist in staffing phone banks. Coordinate with Facilities to identify needs and areas to isolate sick students if recommended. Communicate with parents and instructors.	

			recommended. Communicate with parents and instructors.		
Athletics		Identify essential personnel and train on influenza issues. Provide essential personnel with fit testing and training on respiratory protection if recommended. Encourage annual seasonal influenza vaccination, esp. for high risk individuals.	Essential personnel receive N-95s if recommended. Refer symptomatic students to Health Services. Assess need to implement travel precautions/provisions to isolate and care for athletes who have become ill while away.	Activate plans made for cancellation or postponement of events or training if directed by EPG. Support Health Services. Assist Student Life/OIE with contacts.	

PLAN REVIEW AND MAINTENANCE

This Pandemic Response Plan will be reviewed and updated as necessary, such as after an exercise or an actual outbreak, but not less than annually. Those items that should be reviewed include, but are not limited to:

1. Community notification and alerting lists, including 24/7 contact information for appropriate personnel.
2. Inventories and/or identified sources of critical equipment, supplies, or other resources.
3. Facility and community-specific functions and procedures.

List of Abbreviations

ARNP	Advanced Registered Nurse Practitioner
CDC	United States Centers for Disease Control and Prevention
EOC	Emergency Operations Center
IC	Incident Commander or Incident Command
ICS/BICS	Incident Command System/Basic Incident Command System
KBOR	Kansas Board of Regents
KDHE	Kansas Department of Health and Environment
LCHD/FHCHC	Lyon County Health Department/Flint Hills Community Health Center
NIMS	National Incident Management System
PAT	Pandemic Assessment Team
PIO	Public Information Officer
SNS	Strategic National Stockpile
WHO	World Health Organization

ANNEX IX

TORNADO SHELTER AND GUIDELINES

Areas designated as tornado shelters:

Memorial Union:	Basement hallways away from windows.
King Hall:	Lower floor area, rooms west of the hallway, basement area located under the stage away from windows.
Roosevelt Hall:	North/south hallway area away from windows.
HPER:	Basement hallways away from windows. **DO NOT USE THE GYM!**
White Library:	Downstairs from the lobby to the lower area away from windows.
Science Hall:	Lower hallway area (north/south hallway) away from windows.
Cremer Hall:	Lower hallway area (north/south hallway) away from windows.
Butcher Education Center:	Tunnel area basement hallway, south end, room 001 (main office has key) away from windows.
Visser Hall:	Lower hallway area (north/south hallway) away from windows.
Plumb Hall:	Lower hallway area away from windows.
Morse Hall:	Lower hallway in South; hallway connecting Central and North; hallway in Northeast. **DO NOT USE hallways with adjacent glass expanses.**
Twin Towers:	Lower hallways in all buildings as well as work and utility areas.
Stormont Maintenance:	Bay #9, east of shops away from windows.
University Police:	Police and Safety building hallway away from windows.
Art Annex, Compound, Portable Units, Welch Stadium:	HPER basement hallways away from windows.
ESU Apartments:	Building B, lower level, north end away from windows.
Ross Reservation Trailer and Classrooms:	Above ground tornado shelter.
Anderson Library:	Basement hallway area away from windows.
Earl Center:	Lower hallway area and south stairwell basement landing away from windows.
Beach Hall:	Lower hallways away from windows.
Student Recreation Center:	Restrooms away from windows.

Guidelines:

1. During storm season be alert for storm warning sirens.
2. When sirens sound, proceed immediately to the designated tornado shelter.
3. When you evacuate to these areas, kneel and cover your head with your arms.
4. Do not emerge until the all clear is given.
5. If caught outdoors find a ditch or depression in the ground and lie down.
6. If you are in your automobile and can determine the path of the tornado, drive away at right angles to the storm.
7. If you are in your automobile and cannot determine the path of the tornado, leave your automobile and seek shelter elsewhere.
8. In the event a tornado strikes the ESU campus, report to University Police and Safety or your administrator that you are either safe or in need of assistance.

ANNEX X

UTILITY OUTAGE

University Utilities include water, sewer, gas, steam, electric, refuse, and elevator services.

PLANNED OUTAGES

Planned outages of any university utility will be publicized campus wide on the designated campus wide communication system. Prior planning with specific building managers and users affected by the outage will develop a mutually agreeable time, date and duration for the outage.

UNPLANNED OUTAGES

Unplanned outages of any university utility will require immediate attention and notification of users of affected buildings. The Executive Policy Group will be notified of the situation and will be kept informed of progress and conditions. University Facilities will address the situation and make all efforts to make repairs.

Unplanned outages include leaks (gas, water, sewer, steam), disruptions (gas, water, sewer, steam, electric) and malfunctions (elevator). These may be minor or major incidents.

For all cases occurring during normal working hours (7:00 a.m. – 5:00 p.m. M – F) contact:

  University Facilities   620-341-5331

For all cases occurring outside normal working hours contact:

  University Police and Safety   620-341-5337

  University Police and Safety will contact the appropriate administrator and supervisor to address the situation promptly and the utility company if necessary to shut off service. An officer will respond in person if assistance is required.

APPENDIXES

APPENDIX I

CONTINUITY OF OPERATIONS PLANS (COOPs)

The university maintains an institutional Continuity of Operations Plan (COOP) for the following purposes:

1. to prepare and make provisions for the probability of potential incidents
2. to ensure appropriate response in cases where incidents have a direct impact on the university's normal operations

The plan is described in the "ESU Continuity of Operations Planning Document."

Although the COOP is critical in responding to potential incidents, especially those of a more significant nature, the scope and intent of the COOP differs from this Emergency Operations Plan and as such is detailed as a separate plan. The COOP includes detailed plans for each unit that provides support for Critical Business Functions. In addition, it identifies the Operational Resource Requirements (ORR) necessary in order to maintain those functions.

These Operational Resource Requirements play a critical role in the institution's response to an incident as part of the assessment and recovery efforts. These requirements are documented in a standard format (see template in Appendix III) and are the foundational needs in order for the COOPs to be effective. They include a brief overview of the following:

1. Technology Equipment and Software
2. Personnel
3. Physical location
4. Vital records
5. Documents
6. Resources required for each phase of recovery.
7. Maximum allowable interruption for each of the critical business functions identified in Appendix IV.

The collection of ORRs for all departments/divisions that support Critical Business Functions is a part of the "Continuity of Operations Planning Document."

During an institutional emergency, the Continuity of Operations Plan will be utilized as needed by the Long Term Assessment and Recovery Team. A decision as to whether to initiate the COOPs would be made by the Operations Section Chief based on the circumstances of the incident and the input from the Damage Assessment Group.

The Critical Incident Planning Group has responsibility for ensuring that the Operational Resource Requirements for each unit are accurate and up-to-date. Each unit has responsibility for the accuracy of the information included. The Requirements should be reviewed at least annually, but institutional changes may warrant more frequent review and updating.

ESU's institutional Continuity of Operations Plan (described above) must also be reviewed and updated at least annually. Responsibility for ensuring that detailed COOPs are reviewed and updated also lies with the Critical Incident Planning Group (CIPG).

APPENDIX II

IMPACT ASSESSMENT (TEMPLATE)

This template should be used in preparing a report for the Short Term Recovery Group that itemizes the damage and impact to both Critical Business Functions and to Normal Operations of the University. It should be used as a guide, and should be modified / supplemented as the situation warrants, in order to convey the necessary and appropriate information about the impact of an incident on such operations.

Impediments to Normal Operations for: _____

(Unit – Dept/Division/etc.)

Physical Location: _____

Unit Head / Primary Contact:_____

Secondary Contact: _____

IMPACT ON CRITICAL BUSINESS FUNCTIONS

Critical Business Functions Affected:

    1) _____

    2) _____

    3) _____

For each Critical Business Function affected, what are the primary impediments to providing the function (e.g., physical space, network connectivity, staffing, etc.)?

    1) _____

2) _____

_____

3) _____

_____

For each Critical Business Function affected, what action(s) must be taken in order to restore the ability to provide that function (e.g., restore access to Banner ERP, procure and set up alternate work space, etc.)? The "Operational Resource Requirements" and "Continuity of Operations Plans" for this unit may provide appropriate information in identifying these actions.

1) _____

_____

2) _____

_____

3) _____

_____

IMPACT ON NORMAL OPERATIONS

Non-critical Business Functions Affected (functions that are a part of normal operations but that are not of a critical nature):

1) _____

2) _____

3) _____

For each Non-critical Business Function affected, what are the primary impediments to providing the function (e.g., physical space, network connectivity, staffing, etc.)?

1) _____

_____

2) _____

_____

3) _____

_____

Beyond those listed above for Critical Business Functions, what action(s) must be taken in order to return to Normal Operations (e.g., rebuilding original office space, restoration of staff to pre-incident levels, etc.)?   The "Operational Resource Requirements" and "Continuity of Operations Plans" for this unit may provide appropriate information in identifying these actions.

1) _____

_____

2) _____

_____

3) _____

_____

APPENDIX III

OPERATIONAL RESOURCE REQUIREMENTS

Summary of Resources needed for Continuity of Operations Plan (COOP)

This template should be utilized by units (departments, divisions, etc) to document the resources required to provide the services and functions of that unit. Two levels of resources should be identified – those required to support only those services that have been identified as Critical Business Functions, and those resources required during times of "Normal Operations".

This template should be used as a guide and should be modified / supplemented as the situation warrants, in order to convey the necessary and appropriate information about the resources required by the unit.

Last Updated: _____ (Date)

Continuity of Operation Plan for _____
(Dept / Division)

Location _____

Primary Contact_____   Campus Ext: _____

Cell Phone _____   Home Phone: _____

Secondary Contact_____   Campus Ext: _____

Cell Phone _____   Home Phone: _____

Critical Business Functions Supported:
      1)

      2)

      3)

Required Resources:

Tech. equip. and software needed to support Critical Business Functions (minimum):

Tech. equip. and software needed to support Normal Operations (optimum):

Staffing needed to support Critical Business Functions (minimum):

Staffing needed to support Normal Operations (optimum / normally budgeted):

Facility / physical space needed to support Critical Business Functions (minimum):

Facility / physical space needed to support Normal Operations (optimum):

Vital records / documents needed to support Critical Business Functions (minimum):

Vital records / documents needed to support normal operations (optimum):

Other resources (technology, facilities, etc.) needed to support Critical Business Functions (minimum):

Other resources (technology, facilities, etc.) needed to support normal operations (optimum):

APPENDIX IV

CRITICAL BUSINESS FUNCTIONS: PRODUCTS, SERVICES, AND OPERATIONS

CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.

<u>Units Providing Critical Business Functions</u>

CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.

APPENDIX V

AVAILABLE RESOURCES

CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.

CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.

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APPENDIX VI

AGREEMENTS

CONTENT AVAILABLE TO EXECUTIVE POLICY GROUP AND CRITICAL INCIDENT PLANNING GROUP PERSONNEL ONLY.

GLOSSARY

ARNP	Advanced Registered Nurse Practitioner
BCPG	Business Continuity Planning Group
BICS	Basic Incident Command Structure
BOPTS	Basic Operating, Planning & Training Structure
CARE	Consultation Assessment Referral Education Committee
CDC	United States Centers for Disease Control and Prevention
CIPG	Critical Incident Planning Group
CMC	Crisis Management Center
COOP	Continuity of Operations Plan
COPG	Continuity of Operations Planning Group
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPG	Executive Policy Group
FHCHC	Flint Hills Community Health Center
FRSC	Family Resource and Support Center group
FSC	Finance Section Chief
IAG	Impact Assessment Group
IAC	Incident Action Plan
IC	Incident Command or Incident Commander
ICC	Incident Command Center
ICS	Incident Command System
KBOR	Kansas Board of Regents
KDHE	Kansas Department of Health and Environment
LCPH	Lyon County Public Health
LCHD	Lyon County Health Department
LNO	Liaison Officer
LSC	Logistics Section Chief
LTART	Long Term Assessment and Recovery Team
NIMS	National Incident Management System
OSC	Operations Section Chief
PAT	Pandemic Assessment Team
PIO	Public Information & Communications Officer
PSC	Planning Section Chief
SNS	Strategic National Stockpile
SO	Safety Officer
STRG	Short Term Recovery Group
UPS	Uninterruptible Power Supply
WBMT	Workplace Behavior Mitigation Team