



Emergency Operations Plan

2015 - 2016

Letter of Promulgation

The purpose of Southern Oregon University’s All Hazard Emergency Operations Plan (EOP) is to provide a management framework for responding to human caused or natural disaster events, including response operations and recovery management. This plan will help guide Southern Oregon University’s response to incidents that may threaten the health and safety of the University community or disrupt its programs and operations. The Emergency Operations Plan uses the National Incident Management System (NIMS) and Incident Command System (ICS) as a basis for response. The use of NIMS and ICS enables SOU and other response agencies to effectively coordinate with each other. Jurisdictions involved include the Ashland Police Department, Ashland Fire and Rescue, Rogue Community College, and other city and county agencies. In addition, this plan incorporates the National Response Framework (NRF) and the University’s collaborative response efforts with our local community during an event.

SOU views emergency management planning as a continuous process that is linked closely with training and exercise to establish a comprehensive culture and response. This EOP is a dynamic plan which is maintained by the Crisis Management Team (CMT) and is a continuous quality improvement practice. It will be reviewed annually with any updates or changes made as needed. The Executive Cabinet will review and approve the plan yearly.

Date

Dr. Roy Saigo, President
Southern Oregon University

The Emergency Operations Plan goes through ongoing changes/updates based on recommendations arising from actual events, post-exercise drills, and input from reviews.

Part 1

SOU Emergency Operations Basic Plan

1 Introduction

1.1 General

Disasters or emergencies can happen suddenly creating a situation where the normal support services for the University can become overwhelmed. During these times the University will utilize this all hazards Emergency Operations Plan (EOP) to assist in response and recovery. While no plan can replace common sense and good judgment of emergency response personnel, department heads, and other decision makers. This EOP provides guidance for Southern Oregon University (SOU) during a response and for the short term recovery from significant emergencies or disasters. Specifically, this EOP describes the roles and responsibilities of those individuals involved in the response and the roles and responsibilities of the campus community. It provides high level guidance that supports the implementation of the National Incident Management System (NIMS) and includes utilization of the concepts and principals of the Incident Command System (ICS). This plan will assist SOU's efforts to prepare for, mitigate, respond, and recover from a disaster.

1.2 Purpose

Southern Oregon University is committed to supporting the welfare of the campus community. The SOU all hazard EOP documents the framework, process, management structure, communication roles, and responsibilities required to help facilitate a successful response and recovery from an emergency incident. It is not intended for use in response to typical day to day incidents.

The objectives of the SOU EOP are:

- Help the University's faculty, staff, and students respond successfully to an emergency situation to help protect life and reduce injuries.
- Clearly define roles, responsibilities, and authorities for those involved in managing emergencies.
- Have clear pre-established modes of internal and external communication.
- Utilize the National Incident Management Systems (NIMS) Incident Command Structure (ICS) for effective coordination, and interoperability between SOU, local, state, and federal agencies.
- Minimize a disruption, continue to provide essential services and operations, and manage SOU resources effectively in the emergency response.
- Employ the recovery plan in order to return to normal operations.

The EOP consists of the basic plan, annexes, appendices, and a resource guide. The Basic Plan can be accessed on line; although, due to confidential information, the resource guide and some annexes/appendices may not be available to the general public.

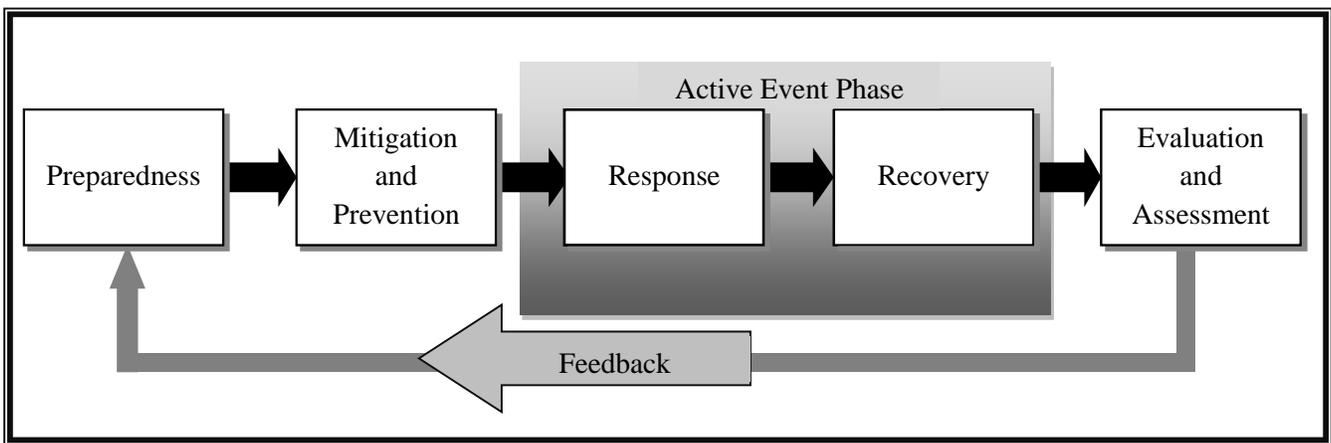
- Basic Plan provides an overview of SOU response priorities, procedures, roles, and responsibilities.

- Annexes provide additional response procedures for critical support functions or specific hazards response. These are to be used in conjunction with the Basic Plan. They do not repeat information from the Basic Plan.
- Appendixes contain the *working documents* the Command and general Staff will utilize to assist them during an incident.

1.3 Scope

This all hazards plan includes procedures for responding to a range of emergencies that could affect the University Campus in Ashland and the Higher Education Center (HEC) in Medford. The primary responsibility of the plan is to the university community though, when appropriate, it addresses aiding our local community. This plan is intended to be invoked whenever SOU must respond to an unforeseen incident that cannot be handled by normal day to day operations.

The EOP is a part of SOU’s larger integrated Emergency Management Program; addressing mitigation, planning, preparedness, response and recovery in conjunction with the City of Ashland, Rogue Community College, Jackson County, local Health Department, public K-12 schools, fire, police, and EMS agencies to help facilitate a coordinated strategy and response.



Southern Oregon University Emergency Planning Process

1.4 Partner Agencies

The following are considered SOU partner agencies during an emergency. This list may change based on the emergency event:

- City of Ashland Fire and Police Departments
- City of Ashland Emergency Operations Center (EOC)
- Jackson County Emergency Operations Center (EOC)
- City of Medford Fire and Police Departments
- City of Medford Emergency Operations Center
- Jackson County Sheriff’s Office and Oregon State Police Special Response Groups
- Oregon Emergency Management (OEM)
- Rogue Community College Medford Campus (RCC)

1.5 Legal Authorities

SOU’s EOP is developed and published in accordance with Oregon Revised Statutes (ORS) 104-040-000 and the corresponding chapters and divisions.

Table 1-1 sets forth the federal, state, and local legal authorities that the organizational and operational concepts of this EOP are based.

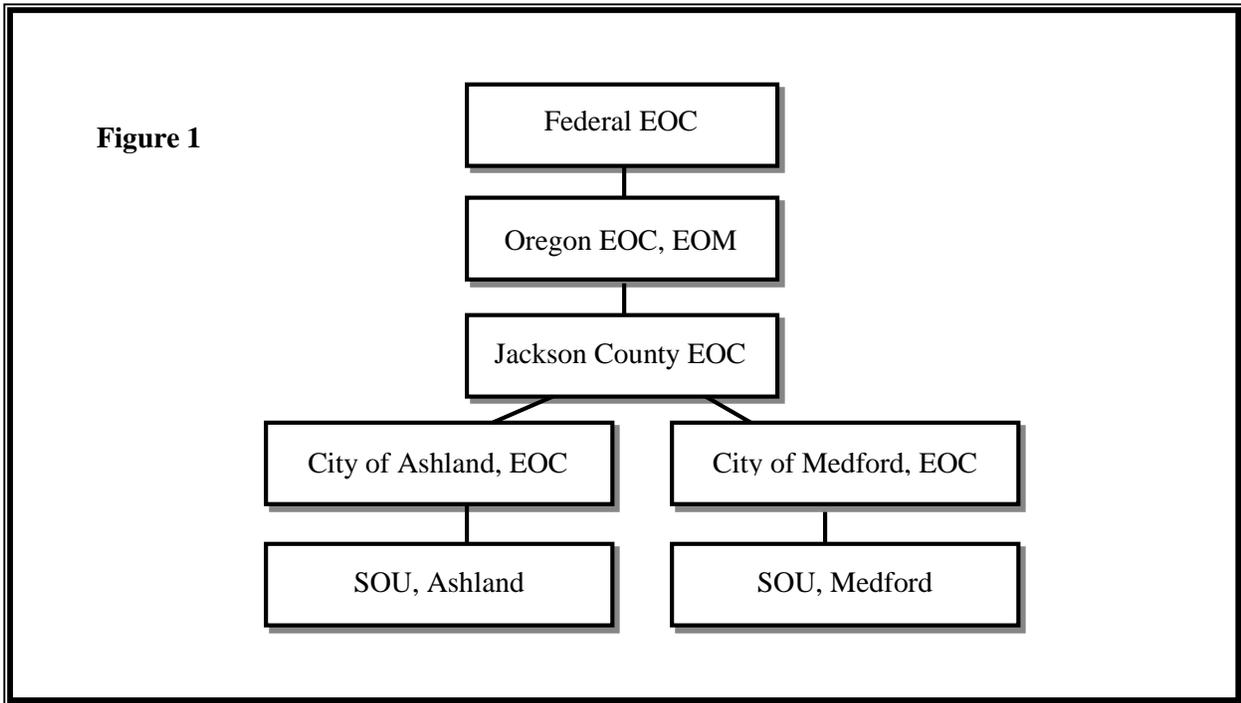
Table 1-1 Legal Authorities	
Federal	
-	Federal Civil Defense Act of 1950, PL 81-950 as amended
-	The Disaster Relief Act of 1974, PL 93-288 as amended
-	Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288 as amended by PL 100-707
-	Title III, of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended
-	Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance
-	Executive Order (EO) 12148 of July 20, 1979 as amended, Federal Management
-	EO 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988
-	EO 12472 of April 13, Assignment of Emergency Preparedness Responsibilities
-	Federal Preparedness Circular 8, June 22, 1989, Public Affairs in Emergencies
State of Oregon	
-	ORS Chapter 401, Emergency Management and Services
-	ORS Chapter 403, Public Communication Systems
-	OAR 573, Student Health Center
Jackson County	
-	Jackson County Code, Chapter 244, Organization for Emergency Management

1.5.a State of Oregon Emergency Management Plan(EMP)

The Oregon EMP is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.052 It is designed to coordinate the activities of all public and private organizations that provide emergency services within the state, and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor.

1.6 Disaster Coordination with Federal, State, and Legal Agencies

Southern Oregon University is a state agency. The primary campus is located in Ashland, Oregon, with a secondary campus in Medford, Oregon. Both cities are located in Jackson County. During a localized event, SOU will coordinate with the local EOC and advise the Office of Emergency Management (OEM) (503-373-7833 OEM fax). During large scale regional emergencies, SOU will coordinate with the local city EOC who will coordinate with the county. EOC. The process for reporting and emergency coordination is shown in Figure 1.



1.7 SOU Authorities

This plan is promulgated under the authority of the University President. When an Incident Commander is required to manage an emergency, the University President or their designee delegates command authority to the Incident Commander (IC). This authority may occur in writing or verbally by activation of an Incident Commander.

This delegation will grant the Incident Commander the authority to assume command to effectively manage the incident. A delegation of authority does not relieve the President or designee of the ultimate responsibility for the incident; rather it allows the Incident Commander to manage the personnel and resources in order to respond to the Emergency.

1.8 SOU Presidential Succession of Order

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following is the standard succession of authority if the University President is unavailable (unless other arrangements are established.)

1. Provost and Vice President for Academic Affairs
2. Vice President for Finance and Administration

1.8.a Absence from Campus

Individuals are responsible for completing an Absence from Campus form. Those in positions of authority must identify their lines of succession during their absence.

2 Situation and Planning Assumptions

2.1 Situation

SOU is exposed to many hazards that have the potential for disrupting the campus and surrounding community, causing damage and creating injuries. Possible natural hazards include floods, severe weather, wildfire, and earthquakes. There is also the threat of manmade events including armed intruder, civil unrest, health related incidents, hazardous material events, or acts of terrorism. The number of individuals on campus varies throughout the day, as does the location of these individuals. In addition, the SOU stadium, McNeal gym, theater, and musical arts draw large crowds to sporting and cultural events.

2.2 Hazard Vulnerabilities

The SOU EOP is based on an analysis of the hazards both natural and manmade, and potential emergencies which could affect the campus. SOU utilized information from the City of Ashland, Jackson County Hazard Vulnerability Analysis (HVA), and Southwest Oregon's Regional Profile to create their HVA (Appendix A). The campus's three top natural disasters which may occur are earthquake, wildfire, and severe weather (snow, rain, and local flooding). SOU's top manmade disasters include armed intruder, public health emergency, explosive devices, and civil unrest.

2.3 Planning Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. Standard practice is to base planning on the worst-case conditions.

SOU's campuses reside in a high seismic region. Therefore, worst-case conditions are represented by an earthquake. The planning assumptions incorporated into this plan include:

- A disaster may occur at any time with little or no warning. There may be times when alerting the campus and taking preemptive actions may not be possible.
- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave and repeater-based radio systems, cellular telephones, information systems, and the inter/intranet system.
- Regional and local services may not be available, requiring SOU to be self-sustaining for 72-96 hours.
- To manage the event, SOU will need to conduct their own rapid damage assessment, situation analysis, and deployment of on-site resources.
- Major roads, overpasses, bridges, and local streets may be closed or unusable. Normal suppliers may not be able to deliver materials.

- Buildings and structures including residence halls and private homes may be damaged, causing injury and displacement of people.
- Contact with family and the ability to return to homes may be interrupted.
- People may become stranded at the University.
- SOU may become a sheltering area for those evacuating other parts of the county or the region affected by the disaster.

2.4 Resource Requests

If the event is University specific, SOU will be responsible for obtaining, controlling, and paying for requested resources. In situations where the event is also affecting the city and/or the county, SOU will submit resource requests to the city's EOC. If the city's EOC is not open, then requests will be sent to the county's EOC. Although SOU will be requesting resources from local EOCs, as a state funded organization, SOU will still advise the OEM of resources.

2.5 Financial Management

In university specific events, SOU will be responsible for financial expenditures for the event. The University may find it necessary to redirect funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Vice President for Finance and Administration. If an incident requires major redirecting of SOU fiscal resources, the Executive Leadership Team (ELT) will decide how to address the emergency funding issue. During city or county wide emergencies, resource requests are to be submitted to the city/county, and expenses will fall under the city/county purview. If supplies such as food/water are acquired directly by SOU, the university will be responsible for these expenses.

SOU's Finance Section will document and track all resource, payroll, and other expenses. Appropriate documentation will then be submitted for available state or federal reimbursement.

2.6 Mutual Aid Agreements

State law, ORS Chapter 402, authorizes local governments to enter into cooperative assistance agreements with public and private agencies in accordance with their needs. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that state statutes do not provide umbrella protection.

SOU has or may enter into Mutual Aid Agreements to provide support for university response and recovery activities. These agreements do not provide for the assumption of control over non SOU personnel, equipment, or resources.

3 Roles and Responsibilities

3.1 General

Due to the unpredictability of disasters, it is important the command structure that is activated to support response and recovery efforts maintains a significant amount of flexibility to expand and contract as the situation changes. During activation of the CMT, normal day to day reporting structures will be altered. During declared emergencies, individuals shall follow the ICS chain of command.

At the direction of the SOU President, departments shall conduct emergency management activities in addition to their normal duties. These include participating in emergency management planning and training, establishing emergency procedures for their departments, and reviewing emergency procedures.

3.2 Executive Leadership Team (ELT)

During an emergency or campus crisis, the President (or the designee) has ultimate responsibility and authority for assigning an Incident Commander, announcing the Emergency Alert Level, and activating and deactivating the campus response. In large scale events they will set the direction as to how the emergency will be managed, provide delegation of authority, and make key executive decisions. He/she will be assisted and advised by the Executive Leadership Team. They are responsible for making major policy, strategic, or resource decisions when the academic programs are interrupted or normal business cannot be conducted. The Incident Commander reports to them. As the emergency is contained or it lessens, the ELT may appoint one person to be the 24- hour contact for the CMT. The full group can be convened again as needed. This team is chaired by the President (or designee in her/his absence) and is made up of the following members of the Executive Cabinet:

- President
- Provost and Vice President for Academic Affairs
- Vice President for Finance and Administration

The ELT will activate for all level Red emergencies. Response levels Yellow or Orange may not require full ELT activation.

3.2.a ELT Planning and Preparedness Responsibilities:

- Lead and encourage staff, faculty, and students to focus on preparedness through participation in planning, training, and exercises.
- Support campus mitigation activities and, as appropriate, mitigation activities within the local community.
- Understand and implement laws and regulations that support emergency management and response.
- Establish strong working relationships with local jurisdictional leaders and community response partners.

3.2.b ELT Response and Recovery Responsibilities:

- Make critical strategic decisions for the University.
- Notify, inform, and update key University constituents and stakeholders:
 - Board of Trustees
 - Governor's Office
 - University Senate
 - If HEC is affected, RCC
 - OHSU
- Confer with local/state/federal officials, as needed.
- Change the University's color response level.
- Decide if events are to be cancelled or postponed.
- Provide direction and coordination with Directors.
- Decide if University is to alter hours (delayed start), cancel classes, or close completely.
- Ensure policy decisions are communicated to students, faculty and staff.
- Authorize funding of emergency projects exceeding current funding levels.
- Provide direction and vision for program recovery and post event restoration.
- Conduct post disaster briefing.

3.3 Establishing an Incident Commander

Emergency response activities for Southern Oregon University are directed by the SOU Incident Commander. The President authorizes the IC to manage the campus response. At times, different emergencies may utilize a Unified Command with responding emergency agency(s). In an active shooter event, Campus Public Safety (CPS) may begin as the initial IC, but the first responding police agency will assume command. Based on their request, SOU can utilize a Unified Command or provide a liaison to assist. SOU would still continue to utilize the ICS model in the EOC.

The following university positions have been trained to the level of IC including in a Unified Command Structure: Director of CPS; Director of Facilities, Management and Planning. The IC frequently is not the highest ranking individual with SOU, but an individual with the specific skills, knowledge base, and training needed to respond to the particular situation.

Emergencies that occur after hours will initially be managed by on duty personnel who will assume the role as IC until the position is handed off.

3.4 Crisis Management Team (CMT)

The primary role of the CMT is to bring together all relevant information about the emergency in one place, organize that information in a useful manner for the Executive Leadership Team, facilitate the coordination of resources needed to mitigate the effects of the emergency, and implement the recovery process. The CMT functions under the ICS. Command and general staff have completed ICS training following ICS principles. Command and General roles will be filled to maintain the span of control.

3.4.a CMT Planning and Preparedness Responsibilities:

- Coordinate all phases of emergency planning management.
- Assist all departments with emergency planning.
- Conduct disaster training and exercises.
- Provide education to the campus on disaster preparedness, mitigation, response, and recovery.
- Test, review and update EOP.

3.4.b CMT Response and Recovery Responsibilities:

- Direct overall operations.
- Organize staff and operate the EOC.
- Provide information and guidance to the campus community, including the use of the SOU Alert system.
- Maintain information on the status of resources, services, and operation.
- Obtain support for the campus and provide support to the City of Ashland as requested.
- Analyze hazards and recommend appropriate safety measures.
- Collect, evaluate and disseminate damage assessment and other essential information.
- Interfacing with the City of Ashland and/or County Emergency Operations Center.
- Coordinate and oversee recovery efforts as directed by ELT.
- Provide essential services to resident hall students.
- Keep ELT informed of response and recovery progress.

3.5 Campus Community Roles and Responsibilities

This section outlines the roles and responsibilities of students, building managers, faculty, staff, and department heads in regards to general preparedness and emergency response.

Campus emergency procedures can be found in the SOU Emergency Procedure Manual or online at www.sou.edu/security/emergency_procedures.html

3.5.a Students

General Responsibilities

Students are responsible for being aware of their surroundings and being familiar with building exits and evacuation procedures. They should also understand SOU's Emergency Procedures for varying emergencies. These can be found at www.sou.edu/security/emergency_procedures or in the SOU Emergency Procedure Manual. In the event of an emergency, students are responsible for listening and following directions provided by emergency responder and/or university staff. Students also need to update and maintain their notification information in SOU Alert at www.sou.edu/sou-alert.

Responsibilities during an Emergency

Students directly involved in an emergency should quickly and thoroughly assess the situation, contact CPS or 911 as soon as possible. Upon arrival of emergency responders, they should give

direction to where the incident occurred and provide any requested information. They need to follow the directions from University or Emergency response officials.

3.5.b Building Managers

General Responsibilities

Building managers are responsible for coordinating the repairs and maintenance of campus buildings with Facilities and monitoring the building for public safety threats. Building Managers are responsible for understanding the department and SOU's emergency procedures, including evacuation protocols. These can be found at,

www.sou.edu/security/emergency_procedures

Building managers also need to update the SOU Alert information at www.sou.edu/sou-alert.

Responsibilities during an Emergency

Building managers need to assess the emergency quickly and thoroughly. He/she needs to follow department and university procedures for the emergency occurring. Every situation is different and emergency procedures don't preclude using common sense when responding. Activate CPS and 911 as needed for assistance.

The building manager must adhere to the directions of University or Emergency response officials. When a campus emergency is declared, he/she will assess the status and needs of the areas. This information will be reported to the EOC at 541-552-8374.

3.5.c Faculty and Staff

General Responsibilities

University faculty and staff are seen as leaders by students, especially during an emergency, and must be prepared to provide leadership. It is important for faculty and staff to be knowledgeable about this plan and the appropriate responses to emergency operations. They should understand building evacuation procedures for areas where they work and teach. In addition, faculty and staff need to be knowledgeable of other emergency procedures. These can be found at

www.sou.edu/security/emergencyprocedures. They also need to update and maintain their notification information in SOU Alert at www.sou.edu/sou-alert.

Responsibilities during an Emergency

Faculty and staff need to assess the emergency quickly and thoroughly. They need to abide by department and university procedures for the emergency occurring. Every situation is different and emergency procedures don't preclude using common sense when responding. Activate CPS and 911 as needed for assistance. They will follow directions from University or emergency response officials.

3.5.c.2 Essential Personnel

Essential personnel are staff who, because of their specific expertise and skills, will be expected to continue to work during emergency events to ensure that critical campus operations are maintained. Essential personnel will have advance instructions issued by their supervisor outlining their response and role during an emergency. In the event that campus operations are

suspended and all non-essential personnel are sent home, essential personnel will implement procedures to maintain critical campus operations. These individuals will work with their assigned supervisor to coordinate their hours along with rest periods. Supervisors will work with the CMT in arranging times to work on campus to promote social distancing, if required.

3.5.c.3 Working From Home

Various circumstances such as illness, weather closures, or other campus emergencies may result in employees being unable to come to work. Essential employees may be asked by a supervisor to work from home or another designated location. Being unable to predict a disaster or the ability of an employee to return to his or her campus work site following a disaster, it is advisable for the employee and supervisor to establish if the employee has the capability to perform his or her essential job from another location.

4 Concept of Operations

4.1 General

This section provides an overview of the emergency management structure and procedures for activating the CMT, opening the EOC, and the University's Emergency Levels.

Due to the unpredictable nature of disasters or emergency situations, this plan has been designed to act as a guide. It is intended to be sufficiently flexible to accommodate emergencies of all types, magnitudes, and durations. SOU will need to adapt to the situation as the event unfolds, utilizing parts or all components of the plan to respond to the emergency. This plan should not limit the use of good judgment and common sense in matters not foreseen or covered by this EOP or its appendices.

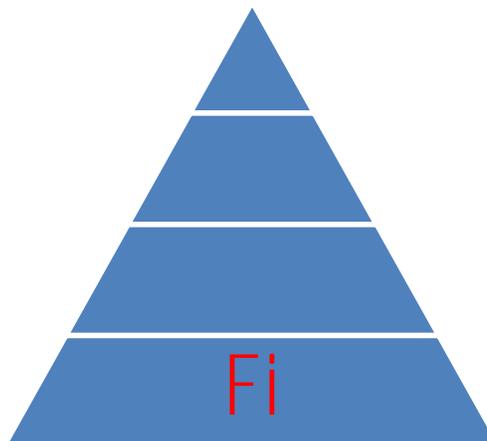
4.2 Emergency Response Priorities

The response priorities of the SOU Emergency Management Plan are as follows:

- Minimize loss of life and property.
- Care for injured persons and maintain public health.
- Maintain law and order.
- Provide food and shelter for students and stranded staff.
- Restore essential services and provide vital resources to affected area.
- Provide frequent up to date communication to the Executive Leadership Team
- Provide the basis for subsequent campus recovery.

4.3 Emergency Levels

To effectively communicate the severity of the campus emergency and help determine the appropriate response, an Emergency Alert Level will be declared by the President, with input from the IC. The following levels will act as a guide to help assist in deciding the Alert Level. These levels are designed to be scalable and can be changed as new information is received. Any alert level may be bypassed, if necessary, based on the emergency. As the emergency level is assigned, the color alert level will also be updated on the SOU website, Figure 2.



Green: Campus functioning normally, operations are unaffected.

Yellow: A relatively contained, small scale incident that can be resolved internally with limited external resources. The incident is usually one dimensional, has a limited duration, and has little impact to the campus community.

Examples:

- Minor chemical spill
- Building fire isolated to one or two rooms
- Broken water pipe or loss of heat/electricity for a few hours

Figure 2

There is no need to open the EOC or utilize the CMT. An Incident Command Post may or may not be utilized.

Orange: Any incident, potential or actual, which has disrupted or is likely to disrupt the overall functioning of the University. Casualties and/or property damage may occur; outside services will probably be required as will major efforts from campus services (FMP, CPS). The following are examples when part or all of the CMT may be activated. The ELT may or may not be activated:

- Fire in building with significant damage
- Smoke and water damage
- Wildfire in hills
- Large civil disturbance in town
- Cancelling classes due to the loss of power, less than 24 hours
- Hostage situation

Red: A catastrophic emergency that disrupts the operation of SOU. It may require a lockdown, an evacuation, a closure, or other significant response that draws upon the resources of the surrounding community. This level may require a unified command with responding agencies. If the disaster is also affecting the city, due to the potential heavy demands placed on municipal services and equipment, the University may have to stand on its own for up to 96 hours. Examples may include:

- Extended loss of ability to heat building

- Extended power outage (utility failure)
- Campus evacuation
- Severe weather – snow/ice/rain
- Explosion on campus
- Civil unrest on campus
- Earthquake
- Armed intruder on campus

Blue: The University is in the recovery phase. As the impact of the event subsides, SOU transitions back to normal academic and operational status.

4.4 Activation of the Emergency Operation Plan

This plan should be activated whenever an emergency exists in which immediate action is required to:

- Save and protect lives.
- Prevent damage to the environment.
- Coordinate communication.
- Operate under a Unified Command.
- Provide essential services.
- Temporarily assign University staff to perform emergency work.
- Invoke emergency authorization to procure and allocate resources.
- There is an infectious disease outbreak.

This plan serves as an emergency manual setting forth the authority to direct operations, direct staff assignments, procure and allocate resources, and take measures to restore normal services and operations.

4.4.a. Annexes

Although the EOP is utilized as an all hazard plan, there are certain instances where additional information is required. These annexes may be used with the EOP or function as a standalone document. The following annexes exist: Infectious Disease, Mass and Timely Notification, and the Crisis Communication Plan

4.4.b. Rapid Response Guides

Complementing the EOP, the Rapid Response Guide exists to assist the CMT and ELT during emergency response. These guides are meant to remind the CMT and ELT of actions they may need to take during different emergencies.

4.5 Activation of CMT

The CMT will be in a continuous state of readiness. All CMT members have registered with SOU Alert. The recommendation to activate the CMT can be made by any campus department. The first University office to hear of a developing emergency shall notify Campus Public Safety at 541-552-6911. Immediately upon assessing the situation, the first CPS officer will notify the CPS Director who will advise the Vice President for Finance and Administration. Based on the

initial information, the Vice President for Finance and Administration or their designee can activate the CMT prior to consulting with the President or the President's designee. A message stating the CMT has been activated and where to report will be sent via SOU Alert.

4.6 Demobilization of CMT

Following ICS principles, the CMT can be downsized in stages. The IC will work with Command and General Staff to begin demobilization of the CMT. As branches, units, or groups are demobilized the supervisor whom they report to will assume their duties. **Refer to Communication Annex for University communication procedures and guidelines.**

4.7 Communication, Notification, and Warning

Prompt, clear, concise communication is especially important during an emergency. SOU will utilize multiple media outlets to reach as many people as possible. **Refer to Crisis Communication Annex for full procedures.**

4.7.a SOU Alert and Timely Warnings

Frequently emergencies occur without much notice. The University utilizes SOU Alert, a web based emergency notification system, to provide up to date emergency information to the campus community via email, SMS text, and phone calls. **Refer to Mass and Timely Warning Notification Annex for complete procedure.**

4.7.b Social Networking

During emergency events, SOU will also provide information to the campus via Twitter and Facebook accounts along with posting information on the SOU Emergency Preparedness home page.

4.7.c Mobile Communications

In addition to the normal telephone services, SOU has Walkie-Talkie radios. These radios will be distributed, as needed, during an event to help facilitate communication among campus responders. Campus Public Safety is responsible for checking the batteries for the radios stored in the EOC.

4.8 Evacuation

Situations may arise where a part of the entire campus may need to evacuate. These situations include building fire, earthquakes, and a threatening wildfire. The campus will be notified of an evacuation order based on the event. For a building fire the internal alarms will be used. A SOU Alert will be sent for an earthquake evacuation, with staff and faculty trained to evacuate after the shaking stops. A SOU Alert will be used for wildfire evacuation, with the addition of building walk through and possibly bullhorns.

4.8.a. Level 1 Evacuation

The evacuation of one specific area of the campus to another area, with the ability to return for supplies (example: water damage to Enrollment Services).

4.8.b. Level 2 Evacuation

Evacuation of one specific area of the campus to another area of campus without the ability to return for supplies (example: fire in Diamond Hall second and third floors).

4.8.c. Level 3 Evacuation

Complete evacuation of the campus without the ability to return.

Evacuation is further defined as follows:

Immediate: All personnel must leave premises immediately (example: building fire). Limited time: There is a brief period of time (20 to 30 minutes) to gather effects before an evacuation (example: wild land fire).

5 Command and Control

5.1 The Incident Command System

Incident Command System (ICS) falls under the National Incident Management System (NIMS). The ICS is a comprehensive national approach to incident management applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, and scalable all hazard incident management system. ICS allows agencies to communicate using common terminology and operating procedures.

The ICS organization is built around an Incident Commander (IC), the Command, and General staff positions. The Command staff consists of IC, Safety Officer, Liaison, and Public Information Officer (PIO). The general staff consists of Operations Chief, Planning Chief, Finance Chief, and Logistics Chief.

SOU's CMT has trained in these positions and established an ICS structure, Figure 3. Due to the potential for limited personnel availability during a disaster, CMT staff has been trained in multiple positions. Current training and operational requirements set forth under NIMS have been adopted by SOU. See Table 2 for a list of identified positions and ICS training requirements.

In accordance with the Department of Education guidelines, “key personnel” are required to complete the following four courses in order for an individual or organization to be considered NIMS compliant. ICS 100 *Intro to Incident Command System*, ICS 200 for *Single Resource & initial Action Incidents*, ICS 700 *Introduction to NIMS* & ICS 800 *National Response Framework*. Although 300 & 400 are not required for personnel who may fill the ICS role, it is recommended.

Table 2

REQUIRED TRAINING			RECOMMENDED
Executive Response	General Response Role- Personnel with any role in emergency preparedness, incident management or response should complete both 100& 700	Critical Role Emergency management personnel with a critical role in response should complete at least these 4 courses	Recommended training Emergency management personnel who typically may find themselves in an Incident Commander position should complete
<ul style="list-style-type: none"> • ICS 100 Executives 	<ul style="list-style-type: none"> • ICS 100 (Higher ED, or Regular) • ICS 700 	<ul style="list-style-type: none"> • ICS 100 (Higher ED, or Regular) • ICS 700 • ICS 200 • ICS 800 	<ul style="list-style-type: none"> • All critical role training • ICS 300 <i>Intermediate for Expanding Incidents</i> • ICS 400 <i>Advanced Incident Command</i>
<ul style="list-style-type: none"> • Executive Cabinet • Division Directors 	<ul style="list-style-type: none"> • CPS staff • Facilities staff • Office staff who will act as scribes • SHWC staff • HR staff • Director International Programs • Building Managers • Library staff who are on their response team 	<ul style="list-style-type: none"> • ALL CMT members primary and back-up 	<ul style="list-style-type: none"> • Director SHWC • Director CPS • Director Facilities • Emergency Preparedness Coordinator • Assistant Provost

5.1.a. Unified Command

When an emergency requires multiple Incident Commanders, SOU will utilize a Unified Command. This will allow agencies with different legal, geographic, and functional authorities to work together effectively. These commanders will supervise a single command and general staff. They will utilize one Incident Action Plan, and speak as one voice.

5.2 Command Staff

The following information provides a brief summary of the Command and General Staff positions. Refer to Appendix B for completed Job Action Sheets.

5.2.a Incident Commander

Responsible for the overall operation of the incident including:

- Approving and supporting implementation of the Incident Action Plan (IAP).
- Coordinating the release of information through the PIO.
- Coordinating activities supporting the incident.
- Overseeing Command and General Staff.
- Performing duties of any unfilled Command positions (Safety, PIO, and Liaison).

5.2.b Public Information Officer

- Develops, coordinates, and oversees the release of information regarding the event to faculty, staff, students, and media. **Refer to Crisis Communication Plan Annex.**
- Coordinates information sharing with other PIOs using the Joint Information System (JIS).
- Responds to Joint Information Center (JIC) , if activated.

5.2.c Liaison Officer

During a city wide event a Liaison Officer is sent by SOU to the city EOC. He/she serves as the SOU contact point and bi-directional conduit of information.

5.2.d Safety Officer

Responsible for:

- Identifying initial hazards and determining personal protective equipment requirements.
- Monitoring and assessing safety/health of response personnel.
- Advising IC of any safety concerns.
- Exercising emergency authority to prevent or stop any unsafe acts.

5.3 General Staff

5.3.a Operations Section Chief (*The Doers*) is responsible for developing and coordinating tactical operations, requesting resources to carry out the IAP, and managing response activities organized into functional units that assist with tactical operations.

The following report to Operations Section Chief: Facilities Branch, Student Affairs Branch, Technology Branch, Public Safety Branch, and Medical Branch.

5.3.b Planning Section Chief (*The Planners*) is responsible for forecasting future needs along with documenting the event, maintaining resources status, providing event status updates, and disseminating the IAP.

The following report to the Planning Section Chief: Situation Unit, Resource Unit, Documentation Unit, and Demobilization Unit.

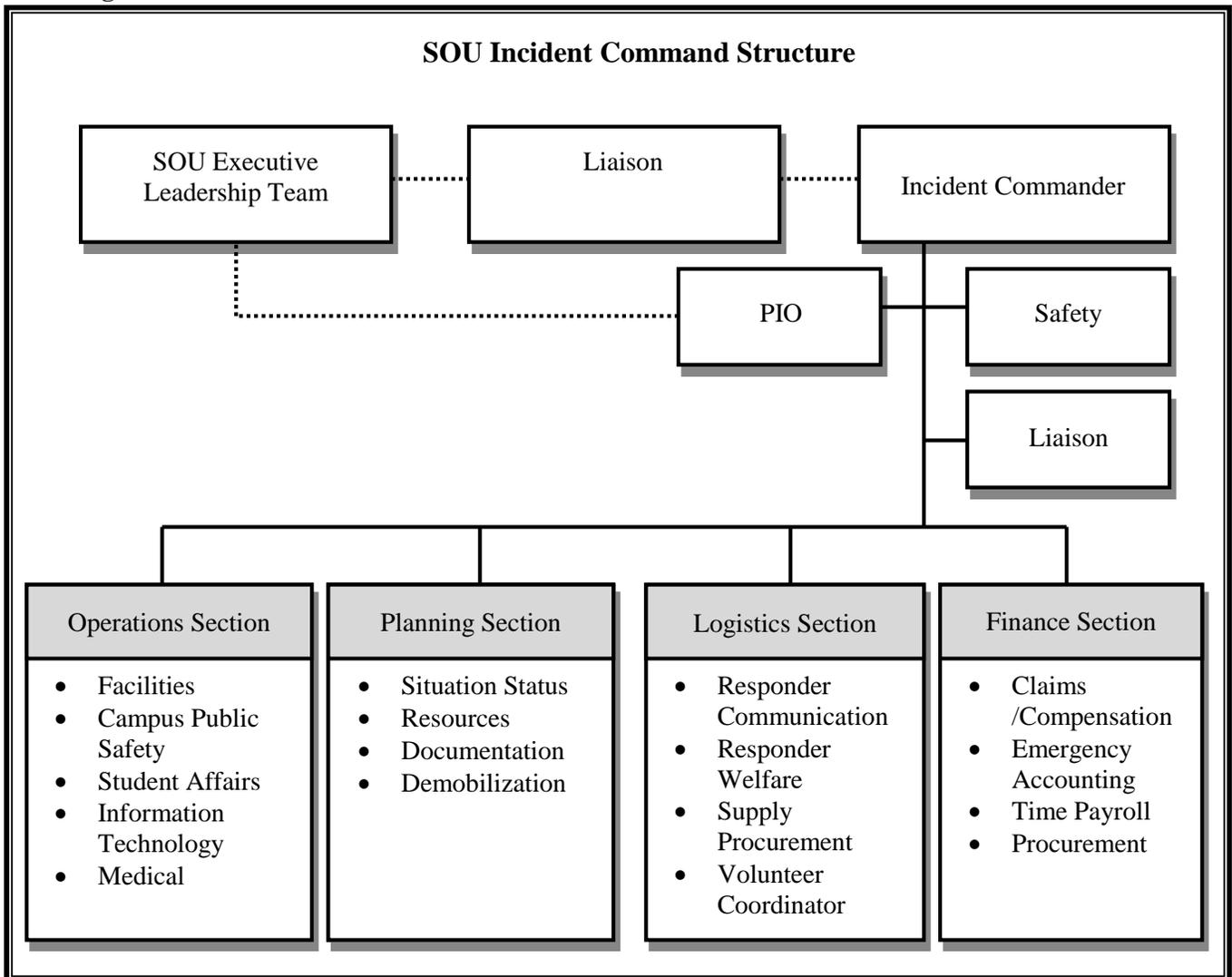
5.3.c Logistics Section Chief (*The Getters*) is responsible for providing and managing resources to meet the needs of an incident including food, medical, and housing needs for SOU response personnel. The Logistics Chief assists in planning with the development and preparations of the IAP.

The following report to the Logistic Section Chief: Communication Unit, Responder Welfare Unit, Supply Unit, and Volunteer Coordinator.

5.3.d Finance Section Chief (*the Money People*) is responsible for tracking and monitoring the costs of an incident. He/she maintains accounting procurement, personnel time, records, and conducts cost analysis.

The following report to the Finance Section, Time/Payroll Unit, Compensation/Claim Unit, Emergency Accounting, and Procurement Unit.

Figure 3



5.4 Emergency Operations Center (EOC)

The SOU Emergency Operations Center is activated when any event, emergency, or disaster overwhelms the day-to-day ability of the campus to manage its response and subsequent recovery. The EOC provides a central location for the management of the incident and allows face-to-face communication among team members. The EOC must have adequate work space and be equipped to support the coordination of the response and recovery operations for an extended period of time, Table 3.

Primary site: Room 224 in the Computer Science building will serve as the EOC during emergency operations. The phone number is 541-552-8374.

Secondary site: In the event the primary EOC is not accessible, the alternate EOC site will be in the Facilities Management and Planning building.

Table 3

Equipment/supplies for the EOC The following supplies need to be in or within close proximity of the EOC	
General supplies: <ul style="list-style-type: none">• Paper copies of Emergency Operations Plan• Television• Capacity to record news stories• White board - flipcharts• Campus wall map• City and County maps• AM/FM radio with batteries and back up batteries• Digital recorder with battery operated auxiliary lighting to record damages• 2-Way radios• Multi-unit battery charger for 2-way radios• Cell phone with charger• Telephones with multiple lines, 541-552-8374, 541-552-8375, 541-552-8376, 541-552-8377• Computer with internet and printer• Laptop• Printer with toner cartridge• Flashlights with back up batteries• Digital camera• Copy machine• Calculator (in finance box)• Duct tape• Police scanner with preprogrammed frequencies• Radio connectivity to ECSO Dispatch Center• Fax machine	Office supplies: <ul style="list-style-type: none">• Paper• Pens and pencils• Stapler• Paper clips• Permanent markers (Sharpies)• Dry erase pens• Scotch tape• Masking tape Sanitary supplies: <ul style="list-style-type: none">• Hand soap and sanitizer• Handy wipes• Paper towels Medical supplies – First Aid: <ul style="list-style-type: none">• Masks• Band aids• Gloves• Blankets• Tylenol and Advil Food: <ul style="list-style-type: none">• Can opener• Utensils• Dishes• Microwave• Refrigerator• Water Command bin (6 bins): <ul style="list-style-type: none">• Stapler• Paper clips• Pens/pencils• Permanent markers (Sharpies)• Paper pads (2)• Highlighter

6 Recovery Operations

6.1 Concept of Operations

SOU will be involved in recovery operations following a disaster. Typically there will be a need for such services as:

- Assessment of the extent and severity of damages to University property and infrastructure.
- Repair of damaged infrastructure and property.
- Restoration of services generally available prior to the disaster.

Recovery occurs in two phases: short-term and long-term. Short-term recovery operations will begin during the response phase of the emergency.

6.2 Short-Term Recovery

The goal of short-term recovery is to restore the University to at least a minimal functioning capacity. Short-term recovery includes:

- Infrastructure restoration
- Re-establishment of the University's administrative responsibilities
- Debris removal
- Cleanup operations
- Abatement and demolition of hazardous structures
- Restoring critical business functions

6.3 Continuity of Operations Plans

Departments providing essential infrastructure services have completed business continuity worksheets to address the following requirements:

- Essential tasks
- Number of personnel required
- Names of trained personnel
- Alternate locations able to perform essential work tasks
- Equipment, supplies, and computer programs required
- Required frequency of task

These plans will be utilized to assist the University with short term recovery. Refer to C.O.O.P. insert at the end of this plan.

6.4 Long-Term Recovery

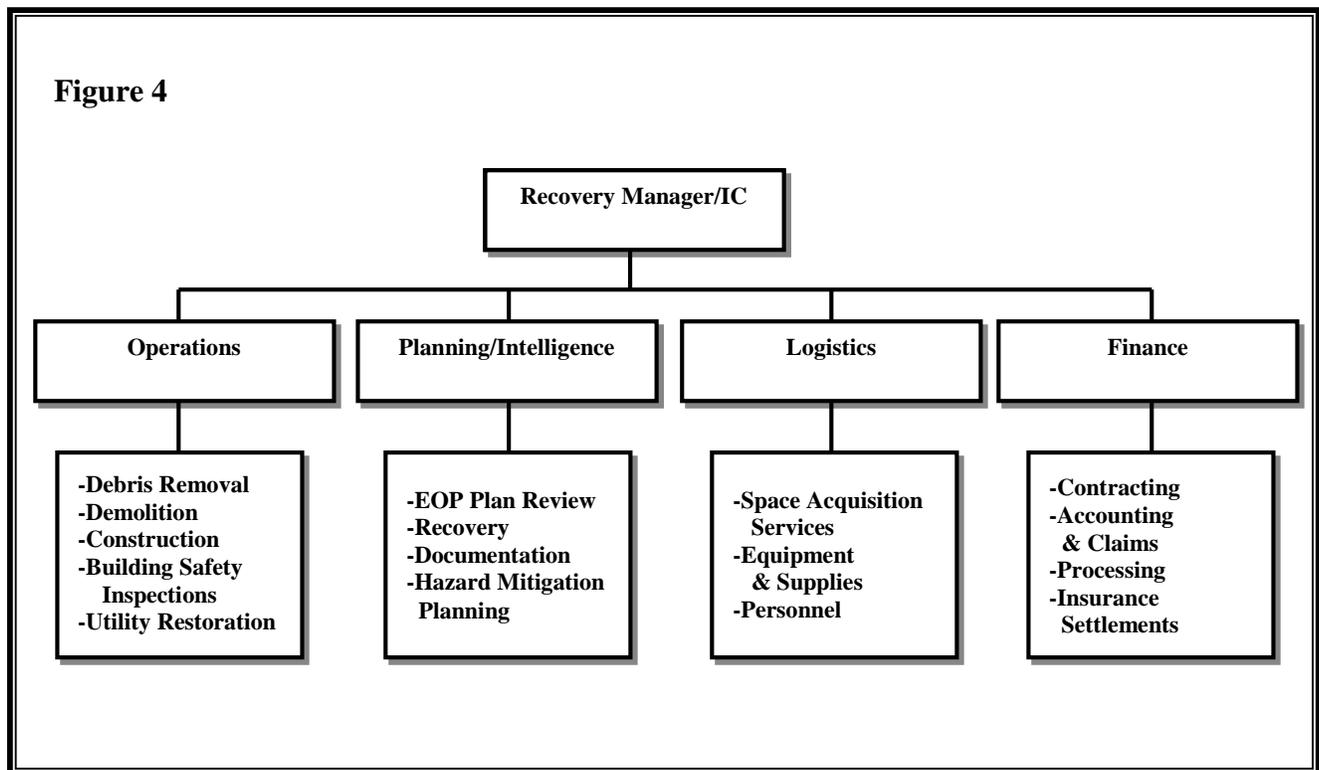
The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of facilities, and disaster response cost recovery. The major objectives of long-term recovery operations include:

- Returning University business to pre-disaster levels
- Improving the University’s Emergency Operations Plan
- Reimbursement for qualifying disaster costs
- Effective integration of mitigation strategies into recovery planning and operations

6.5 Recovery Operations Organization

Although the CMT may be demobilized, recovery operations will continue under an IC mode. The Recovery Manager for the University will be the Vice President for Finance and Administration. Other positions can be utilized as needed. The Recovery Manager will function as the IC and is responsible for the overall recovery. The recovery operations organizational chart is depicted below in Figure 4.

SOU Recovery Operations Organization Chart



6.6 Recovery Operations Responsibilities

The University has specific responsibilities in recovering from a disaster. The chart, listed below depicts the functional responsibilities assigned to departments and/or key personnel.

Function	Departments
Political process management, interdepartmental coordination, policy development, decision making, and public information.	PIO and Executive Leadership Team
Building and safety inspections	Recovery Manager Operations Section Structural Engineers Facilities Safety Officer
Debris removal, demolition, construction, management of and liaison with construction contractors, and restoration of utility services.	Recovery Manager Operations Section
Finance, budgeting, contracting, recovery of disaster related costs, accounting and claims processing, and insurance settlements.	Recovery Manager Finance/Administration Section
Advise on emergency authorities, actions, and associated liabilities, and preparation of legal opinion.	University President, Policy Group SOU Attorney
University operations and communications, space acquisition, supplies and equipment, personnel, and related support.	Recovery Manager Planning Section Logistics Section

Recovery Damage/Safety Assessment

The recovery Damage/Safety Assessment is the basis for determining the type and amount of Federal financial assistance necessary for recovery. During the emergency response phase and utilizing the Building Damage Assessment forms, an Initial Damage Assessment is developed under the University Operating Plan.

During the recovery phase, this assessment is developed to a more detailed level with the input from structural engineers and financial analysts. This detailed Assessment will be needed to apply for the various disasters financial assistance programs. A list of mitigation priorities will need to be developed by the University.

This information will be shared with appropriate agencies including, Oregon Emergency Management, and/or Federal Emergency Management Agency (FEMA)

Documentation

Documentation is the key to recovering eligible emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.

Under federal disaster assistance programs, documentation must be obtained regarding damages sustained to:

- Roads
- Water control facilities
- Public buildings and related equipment
- Public utilities
- Facilities under construction
- Recreational and park facilities
- Educational institutions
- Certain private non-profit facilities

Debris removal and emergency response costs incurred by the affected entities should also be documented for cost recovery purposes under the federal programs.

The documenting information should include the location, extent of damage, and estimates of costs for the following:

- Debris removal
- Emergency work
- Repairing or replacing damaged facilities to a non-vulnerable and mitigated condition.

Photography and video may be necessary to assist in documentation of damages.

7 Plan Development and Maintenance

7.1 General

Southern Oregon University's EOP is a living document that grows and develops with SOU. Updates and changes are based on lessons learned from drills or real events coupled with changes to the campus community.

7.2 Oversight

The Vice President for Finance and Administration is responsible for ensuring the EOP is developed and maintained. The Vice President works together with CMT to ensure the plan remains current.

The CMT provides guidance in development of all emergency management plans and procedures including, but not limited, to the EOP, Natural Hazards Mitigation Plan, and Continuity of Operations Plan.

7.3a. Plan Testing

To assess the EOP capabilities and provide practical experience for responders, the EOP will be activated at least annually in a formal simulated exercise. This exercise may be in the form of a table top drill, functional drill, or full scale exercise.

These drills will be scheduled in advance. They will include certain written objectives and measurable goals. They will be followed with a debriefing that will ascertain if the drill met its objectives, explore areas for improvements, and recommend any changes to the EOP.

Part 2

Appendixes