

CONCORDIA UNIVERSITY CRITICAL EVENT MANAGEMENT PLAN

Introduction

The Critical Event Management Plan (CEMP) is a basic guide to providing a response by Concordia University to Critical Events including incidents of all levels. This includes but is not limited to:

1. Disturbances that may threaten the health and safety of the CU community.
2. Disrupt its programs and operations.
3. Events of disaster proportions.

The goals of planning for emergency response actions are guided by CU's overriding emergency priorities to:

1. Safeguard life
2. Secure CU property, including critical infrastructure and facilities
3. Minimize disruption of CU's educational programs and business operations

All personnel assigned specific responsibilities are expected to understand and know the policies and procedures outlined in this plan.

Purpose

The CU CEMP is designed to effectively and efficiently coordinate the use of CU and community resources to protect life and property immediately following and during a critical event on the CU campus. It will be put into effect whenever an event affecting the CU Campus cannot be controlled through normal channels and procedures. The plan also provides a management structure for coordinating and deploying essential resources.

At CU, planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness. A critical event can occur any time or anywhere, and a disaster will affect everyone.

CU maintains a comprehensive emergency preparedness program to mitigate potential hazards and to familiarize students, faculty, and staff with emergency procedures.

Critical Event Planning Committee

CU's CEMP is re-examined and amended annually by the Critical Event Planning Committee (CEPC). The Committee provides general oversight for the entire planning process and will meet to address emergency preparedness, response, and recovery issues. The CEPC is aware of the legal and regulatory context in which emergency preparedness and critical events take place. One of the reasons for such documents is to minimize risky or unsafe actions during

times of emergency. OSHA regulations have been consulted in drafting this document in an effort to assure that the college remains in compliance with these regulations.

CEPC Responsibilities

- Review and approve the CEMP annually.
- Recommend annual budget for critical event planning activities, training and acquisition of materials for use during a critical event.
- Provide training and practice to insure that all individuals on campus are aware of responsibilities and appropriate actions to take in the event of an emergency.
- Serve as command and coordination unit in the event of a Critical Event.
- Serve as CU's point of contact with local emergency service personnel and other agencies: Multnomah County Emergency Preparedness, Red Cross, Federal Emergency Management Agency, or its state counterpart.
- Review and critique the event response performance and revise this document to improve its effectiveness as a planning and execution tool.

Scope

The CEMP guides preparedness, response, and recovery actions. It applies to a broad range of critical events, and may be activated during:

- Any Critical Event as defined and declared by CU
- Threat to the CU community in any form.
- Crime on campus
- Severe storm
- Power outage
- Fire
- Earthquake
- Flood
- Explosion
- Large scale medical event
- Technological event
- Catastrophic Structural Failure
- Transportation Accident
- Water Contamination
- Volcanic Activity
- War

The CU CEMP may also be used during critical events which occur adjacent to campus. These events may not necessarily impact our physical facilities, but may help to coordinate emergency information and support services. CU observes that a critical event in the surrounding community affecting our students, faculty, and staff could be considered a CU emergency as well.

CU is prepared to cooperate with local State, County and Federal Emergency Management Departments to the maximum extent possible in emergency situations with the understanding that in instances of critical events involving the CU community it reserves the right to take unilateral action to protect the lives and property of the CU community prior to going outside the CU community.

CU is equipped and prepared to provide the following services, within our capabilities, to the CU community in the event of a critical event as anticipated in this plan:

Security Services
Emergency Shelter
Emergency Food Services
Emergency Facilities Maintenance and Repair
Emergency Transportation
Information/Communication Services
Monitoring for Potential Structural Damage
Monitoring for Potential Environmental Health Hazards
Monitoring of Employee and Student Medical Recovery
Emergency Counseling/Psychological Support Services

Critical Event Response Priorities

In any Critical Event, CU's overriding mission priorities are to:

1. Safeguard life
2. Secure our critical infrastructure and facilities
3. Assure minimum disruption of CU's educational programs and business operations

General Critical Event response priorities follow from the above goals. The contextual characteristics of a particular critical event (such as nature of the event, time of day when an incident occurs) may require adjustments. As a Critical Event might affect campus buildings and facilities, a priority of response relative to processing of the event should be established.

Building/facility Response Priorities

- Occupied buildings
- Incident Command Centers
- Facilities that sustain the emergency response
- Energy systems
- Computer installations
- Communications services
- Residences
- Food Service
- Buildings critical to health and safety
- Medical facilities
- Potential shelters
- food supplies
- Sites containing potential hazards
- Classroom and Administrative buildings
- Transportation systems
- All other buildings

Critical Event Levels and Event Callouts

Critical Events, as defined for the purposes of this document are categorized according to their severity and potential impact. As seen below, CU will define events in three ascending designations.

Level 1 = Smaller, perhaps localized, or involving information dissemination. Little or no outside assistance is required. (Public relations issue, injury or death of a CU community member, etc)

Level 2 = Critical event that could significantly disrupt college operations. Outside assistance is probably required. (Building Fire, violent or other major crime on campus)

Level 3 = Critical event of large proportions, impacting significant portion or all of campus, or community and potential beyond. At this level, outside assistance is probably required, but may have very limited availability.

Primary Procedures for the CET

The CU CEMP can be activated in any circumstance that is deemed a Critical Event by the chair of CU Critical Event Team or the designee, or by the President of CU. As detailed below, the vehicle for initiating any response is a phone call to 503-280-8517, CU Campus Safety.

The first order of business following or during a potential Critical Event should be a call to CU Campus Safety. Officers will be trained in how to recognize a potential Critical Event. Officers should ascertain from the caller the nature of the event, available details, and determine if the reported event might be or become a Critical Event. If yes, the officer is responsible for communicating the potential event to the available chair of the CET.

The first attempted contact by DPS is the Provost (standing chair), the second is Vice-provost, the third is Dean of Students, fourth is The Director of Campus Safety.

DPS will advise the CET chair (member) contacted of the event and any information available. DPS will ask the chair if he/she wants to declare a Critical Event. If yes, then (or perhaps later,) the chair will instruct DPS to initiate the activation of one of three levels of the Critical Event Phone-Tree. DPS will ask the chair to decide which level of callout he/she desires, based upon the type and severity of information in the report. (Most Critical Events will NOT necessitate a Level One callout.) The chair should also choose an appropriate Incident Command Center as the gathering point for the CET. (In some events this will involve one of two pre-designated Incident Command centers on campus, in others it may be a specific room in a specific campus building, depending upon the scale or location of the event.)

The chair will (at some point) instruct DPS whether a Critical Event has been declared, what call-out level to employ, and when and where the CET should meet. DPS will make an appropriate log entry to reflect this.

DPS will contact the appropriate CU personnel immediately and ask for an estimated time of arrival to campus. DPS will continue to call any CET team member requested until contact has been made. DPS will inform all members requested on the nature of the callout, (type and Level), the gathering point and time. This accomplished, a log entry will be made by DPS to reflect the above information. A return call from DPS to the chair will advise him when call-out procedure is finished, confirming the callout has been made and any details concerning the immediate availability of CET members.

Critical Event Leadership

CU's Critical Event Team coordinates the campus response to Critical Events. The CET chair provides executive supervision for the entire Critical Event response process and serves as the Incident Commander. The chair determines whether to activate the CU Event Management Plan and whether to convene all or part of the CET. The chair instructs Public Safety to alert the CET and inform them that a mobilization is required.

When the CET assembles, its responsibilities include but are not limited to:

- Determine the scope and impact of the event**
- Make appropriate notifications**
- Prioritize responses**
- Communicate information and instructions**
- Deploy resources and equipment**
- Monitor and re-evaluate conditions**

When emergency conditions abate, the chair determines the appropriate time to de-activate the CEMP and disband the CET.

The Event Command Center

Critical Events are managed in team fashion. The CET will be called to one location to manage an event. This location is referred to as the Event Command Center (ECC). This helps to insure safety during the event, facilitates ease of communication, consistency in decision making, and financial controls.

The chair may choose another location or use one of the two predetermined locations established as ECC's in the event. CU Critical Event Team members will report to the location determined by the chair when a Critical Event is declared to coordinate decisions and resources. CU has two predetermined sites to employ most likely in the scenario of a level 2 or Level 3 event. The CU CEPT is responsible for on-going managing these sites, annual inventories, stocking supplies, and annual site and equipment inspections. ECC equipment and supplies will be stored in portable containers, for transport to any ECC location on campus.

The CU CEPT is responsible for the planning and general management of any operating ECC's. They assemble appropriate data, equipment, and supplies. They prepare an EEC

Resources Directory, containing critical internal and external contact information. They also provide other necessary tools to operate within the ECC. Again this equipment is kept in moveable containers.

When an event occurs and an ECC identified, the Director of Campus Safety, or a temporary designee appointed by the Director of Campus Safety, opens the Emergency Operations Center facility, arranges its equipment and supplies to be brought in. Ongoing, throughout the event, the DPS Director coordinates its continued operation with the chair of the CET.

Following the declaration by the chair of the end of the event, the ECC can be closed down, or continue operation to coordinate CU's recovery.

It is the responsibility of the chair officially to close down the ECC and assure that all records of the event be appropriately filed for documentation purposes. It is the responsibility of the CU CEPT to return supplies containers to storage and to insure they are replenished.

Event Command Center Structure

The ECC expands or contracts for Level 2 or Level 3 emergency situations as may be required and should be considered flexible. The CU CEMP also groups emergency decision makers into functional groups at the Event Command Center, particularly in the event of a Level 2 or Level 3 Event.

The 6 working groups are:

- . Policy Group
- . Public Information
- . Operations Group
- . Logistics Group
- . Finance Group
- . Planning Group

The CU Critical Event Team Leader is the "Incident Commander". The Incident Commander designates a Leader for each group according to the nature and scale of the emergency event and serves as the liaison between the Operations Group and the other Policy Group members.

Event Command Center Group Members

The following are Critical Event group assignments for the CET. There are some team members with overlapping group assignments. These overlapping assignments are primarily processes of functionality. The Policy Group is generally advisory to the Chair and those duties will not affect the line assignments of those members.

CU Critical Event Team Job Descriptions

Incident Commander

Declares a Critical Event, determines the level of the event, authorizes a callout, and convenes the CET.

Convene first meeting with this agenda:

- 1) Description of event in broad scope**
- 2) Description of event details, as known at that point**
- 3) Ask for any initial reports from teams**
- 4) Develop immediate response plans**
- 5) Make assignments to the various teams**
- 6) Review**
- 7) Set time for next meeting, and continuing meetings if necessary.**
- 8) Adjourn**

Chair of the CET directs the overall direction of the CU event response and provides leadership in assessing the event and preparing CU's specific responses. The Chair also conducts or directs regular briefings by and for the CET.

The Chair should designate an individual from the CET to serve as liaison with local emergency planning agencies; assures cooperation between CU's emergency response personnel and those of local emergency services.

Policy Group

President – Team Leader

(Alternate: Provost)

Serves as a primary advisory group to the Chair, specifically to the following:

Take steps necessary to minimize disruption of the academic program and business operations of the College or, in higher level event, takes steps to restore the operation of the academic program and business operations as quickly as possible.

Determine Critical Event management policies and procedures related to the academic programs and business operations.

Makes sure procedures are in place and are available to staff, students and faculty.

Operations Group
Director, Physical Plant Services – Team Leader
(Alternate – Assistant Director, Physical Plant Services)

The Team Leader is responsible for all the overall coordination of CU event response efforts.

Coordinate Facilities/Auxiliary Services resources and CU resources.

Assemble team from Facility Services to assess condition of all campus buildings. This team will prioritize repair work, and assemble list of materials needed. Assure access of buildings to emergency services personnel, as well as closing and securing unsafe or non-essential buildings.

Coordinate the release of non-essential personnel to go home. Help relocate essential staff operations to safe buildings. Provide list of agents to supply campus with essential services, including water, food and other essential supplies.

Coordinate printing operations.

Insure continuation/restoration of telephone service and internet service.

Call in additional staff as needed.

Recruit and assign CU students to assist during and after a Critical Event.

Public Information Group
Director of Admissions– Team Leader
(Alternate: Director of Marketing and Communications)

Provide leadership for all aspects of public and media communications during an emergency.

Establish a media command center, in a different location from the Event Command Center, where information is distributed. All inquiries for outgoing information are referred to the media center.

Coordinate all news releases, press conferences, media announcements, etc., regarding the nature of the emergency, how it is handled, extent of damage, interviews, etc. Determine official spokesperson(s) for the college.

Develop a plan for responding to inquiries from admitted or potential students who express concern during and after a Critical Event. .

Keep Chair and other CET members advised of the nature of the media and public inquiries. Coordinate release of information and instructions to internal audience (faculty, students, & staff). Keep other constituencies informed as needed (Board of Trustees, alumni, etc.)

Coordinate any fund-raising efforts or any gifts or donations received.

Develop a plan for contacting parents of students and to field calls from concerned parents and or families. Insure that appropriate notifications are made to off campus staff.

Logistics Group
Dean of Students – Team Leader
(Alternate: to be named)

Locate and Procure resources for Operations Group.

Coordinate the relocation of students out of damaged buildings into open rooms and public areas of secure buildings. The resources of the Auxiliary Services office (sheets, blankets, towels) will be used to set up temporary sleeping quarters for all displaced students.

The services of the Office of Counseling Services, Career and Learning Support and the chaplain's office might be used to set up sites for students who need counseling or other personal, non-medical attention.

Determine upon advice from the food service director, the location and extent of food service operations. This includes providing for students as well as CU employees and community members who may be on campus aiding in the operation.

Coordinate efforts of Student Health Center personnel, facilities and supplies. These efforts will be coordinated with similar external services such as Red Cross.

Finance Group
CFO– Team Leader
(Alternate: Director of Enrollment Services)

Assist Operations and Logistics teams by approving, with an eye on the budget, procurement of supplies, equipment, staffing and contractors.

Advise Incident Commander of Financial concerns.

Coordinate the identification and registration of students, faculty, administrators and staff following a higher level Critical event.

Coordinate emergency financial aid for students.

Planning Group
Director of Public Safety – Team Leader
(Alternate: Director of IT)

Continually reassess the type and magnitude of the event, and its progress. Advise Public Information Group of developments.

Use available resources to maintain safety and order.

Conduct liaison activities with appropriate outside organizations such as fire, police, Office of Emergency Services, etc.

Collects and verifies field reconnaissance.

Maintain an event log.

Provide background data and maps.

Provide active assistance to Operations Group Leader.

Determines, detects, and identifies hazardous radiological, biological, and chemical agents and makes necessary recommendations concerning environmental, personnel, and legal impact.

Provide hazardous waste control and assist in monitoring and cleanup operations.

Prepare and submit a report to the President appraising the outcome of the event.

Event Response

Event Information and Communications

In an event, notifications to affected students, faculty, researchers and staff must begin as soon as is reasonably possible. This information flow should continue as the event progresses.

During Level 1 events some cases will result in no communication to the CU community until after the event. Making timely internal and external event announcements during Level 2 or Level 3 Critical Events requires a much broader approach involving many participants. Students, faculty, staff, and visitors must know what happened, where it happened, and what to do next.

CU Public Safety is the focal point for transmitting of event notification via telephone communications to the CET. DPS also serves as liaison with local emergency services, especially during off hours when CU is normally closed.

The CET will disseminate information through public announcements or directly to department heads. Each college department should develop, within their department, a scheme and methodology to pass event information along to those in their departments. This should involve a departmental phone-tree system.

At CU the delivery of internal and external event information is planned and coordinated by the Public Information Group of the CET. During an event, campus phones must be restricted to official college use only. In the absence of phone services, cell phones and campus radio communications are the primary back-ups. Information can be sent by email, placed on the phone messaging system, the CU website, or through the Connect-Ed text messaging system. The CET and its groups may employ runners for event notification.

If a Critical Event suspends power and telephone service, event information may be profoundly restricted. Messengers, radios, cellular phones will be used until systems can be restored.

Anticipated Critical Event Phases

Under ideal event conditions the implementation of the CU Critical Event Management Plan will manifest three phases:

- 1) Notification, EMP activation**
- 2) Critical Event-in-Progress**
- 3) Post event deactivation and recovery.**

1. Notification, EMP activation Phase:

- DPS receives the news of a Critical Event and notifies the Chair of the CET.
- The Chair, decides whether or not to implement the EMP and at what level.
- CET convenes and event is described.
- Planning and communication decisions are made and implemented.
- Precautionary evacuations are preformed
- Essential personnel are called in or retained

2. Critical Event-In-Progress Phase:

- CET monitors event and plans strategies of response.
- Notifications begin
- DPS maintains communications with emergency services, the City of Portland, the County of Multnomah and State agencies as needed
- Protection of Life and Emergency Medical Services are provided as needed
- Evacuation/Relocation as needed
- Fire Suppression as needed
- Public Health and Sanitation Tasks are preformed as needed
- Search and Rescue Operations as needed
- Initiate Damage Control Operations
- Law Enforcement and Crime Prevention measures are taken as needed
- Reactions to the dictates of the situation, as necessary

3. Post Event Deactivation and Recovery Phase:

- Restoration of lost or damaged utility services
- Emergency repair of structural or other damage
- Continue communication to CU community and the public, as needed.
- Deactivate EMP

- Loss estimation
- After action review

Recovery

Plan De-Activation

When emergency conditions are stabilized and normal operations resume, the CEMP will be de-activated by the CET Chair. The office of the Director of Marketing and Communications using all emergency information and notification systems will disseminate a formal announcement.

If the nature of the incident requires an extension of some emergency services, special EMERGENCY MANAGEMENT TEAM work groups may be appointed to coordinate those continuing activities. These groups may need to consider.

- ◆ Academic or administrative space reallocations
- ◆ Support services for impacted students, faculty or staff
- ◆ Community relief assistance

Plan Evaluation

Immediately following the cessation of emergency operations, a survey of the EMERGENCY MANAGEMENT TEAM members, departments, and the general campus community will be conducted to evaluate the effectiveness of the response effort. Results of the survey will determine whether areas of the Emergency Plan must be modified as a result of the emergency experience.

A written “After-action Report” will be presented to the Campus Safety Team and to CU.