

Concordia University Emergency Management Plan

Introduction

The Emergency Management Plan (EMP) is a basic guide to providing a response by Concordia University faculty and staff, to a major disaster or disturbance that may threaten the health and safety of the University community, or disrupt its programs and operations. The top priority of preparing for any emergency or disaster is to safeguard life.

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

- I. Safeguard life**
- II. Secure our critical infrastructure and facilities**
- III. Assure minimum disruption of the University's educational programs**

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

Purpose

This EMP is designed to effectively and efficiently coordinate the use of University and community resources to protect life and property immediately following and during a major emergency, disaster or disturbance on the Concordia University campus. It will be put into effect whenever an emergency affecting the campus cannot be controlled through normal channels and procedures.

The EMP identifies departments and individuals that are directly responsible for emergency response and critical support services, and it provides a management structure for coordinating and deploying essential resources. At Concordia University, 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. An emergency can strike anytime or anywhere and a disaster will affect everyone.

The University maintains a comprehensive emergency preparedness and safety training program to mitigate potential hazards and to familiarize students, faculty, researchers and staff with emergency procedures. Concordia University EMP is re-examined and amended annually by the CU Safe Task Force. The CU Safe Task Force provides general oversight for the entire planning process and will meet quarterly to address emergency preparedness, response, and recovery issues.

The CU Safe Task Force is aware of the legal and regulatory context in which emergency preparedness and emergency actions 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 University remains in compliance with these regulations.

SCOPE

Concordia University EMP guides preparedness, response, and recovery actions. It applies to a broad range of emergency incidents, and may be activated during:

- Earthquake
- Explosion (terrorist, disturbed individual, mechanical failure)
- Flood (possible partial isolation of the campus, though major impact would be on the surrounding community)
- Fire (major isolated structural and/or multiple structural conflagration)
- Isolated Catastrophic Structural Failure
- Severe winter storms
- Water Contamination (public supply)
- Windstorms (usually preceded by advance warning)
- Transportation Accidents (airplane crash, train derailment, bus accident, etc.)

- Technological Disasters (explosions, hazardous materials spills, power outages, major structural collapse, etc.)
- Volcanic Activity (Mt. Hood, Mt. St. Helens)
- War (nuclear, biological, chemical exposure)

The EMP may also be used during major emergencies that occur adjacent to campus, but do not necessarily impact our physical facilities, to coordinate emergency information and support services. (Examples: a major toxic spill on a nearby highway, or a railroad accident on tracks near to the University property). Concordia University maintains that a major emergency in the community that affects our students, faculty and staff is a University emergency.

The University is prepared to cooperate with Oregon State Emergency Management Departments to the maximum extent possible in emergency situations with the understanding that in instances of emergencies involving the University community it reserves the right to take unilateral action to protect the lives and property of the University community prior to going outside the community.

As part of its community role and obligations the University maintains a close and cooperative working relationship with the City of Portland and Multnomah County, with each prepared to assist the other on a mutual-aid basis within the limits of their ability to do so. The University is equipped and prepared to provide the following services in the event of a disaster or other emergency situation as anticipated in this EMP:

- Security Services
- Emergency Counseling/Psychological Support 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 Medical Recovery

EMERGENCY RESPONSE PRIORITIES

General emergency response priorities follow from the mission and goals stated above. Naturally, the contextual characteristics of a particular emergency event (such as the time or day when an incident occurs) may require some adjustments within the following priority categories:

RESPONSE PRIORITIES

- Buildings used by dependent populations
 - Residences
 - Occupied classrooms, auditoriums, work areas
 - Occupied gymnasium and special event venues
- Buildings critical to health and safety
 - Medical facilities
 - Potential shelters, food supplies
 - Sites containing potential hazards
- Facilities that sustain the emergency response
 - Energy systems
 - Computer installations
 - Communications services
 - Transportation systems
 - Classroom buildings
 - Administrative buildings

GENERAL EXPLANATION

Concordia University's EMP can be activated in one of two ways:

1. An incident such as a fire, explosion, building collapse, riot, earthquakes, floods, mass casualty events, death of a student or staff member on campus;
2. A circumstance when the Incident Commander (IC) declares an emergency and invokes the University's EMP. That could include all incidents described above as well as bomb threats, hazardous material spills on or near campus, extended power outages, or weather conditions which pose a hazard. In the event of an emergency, the IC on the scene or the Dean of Students is responsible for establishing an Emergency Operations Center, activating the initial steps of the EMP.

Community emergency personnel should be contacted immediately. If an emergency situation impacts the entire region, the University may be isolated and required to rely on its own resources for 48 to 72 hours.

Each situation will require its own unique needs and responses. It is important for all faculty, administrators and staff to understand that an emergency situation may erase previously established lines of authority. Individuals may be called upon to provide assistance in areas to which they are not responsible or assigned. In this unique circumstance, the full cooperation of all Concordia University personnel will be needed.

In the event of an emergency, all individuals with specific responsibilities under this plan will be asked to report to their assigned stations. If anyone is unable to carry out his/her responsibilities, another individual from the same administrative area will be charged with those duties. Personnel who are on campus at the time of an emergency, but who are not assigned specific responsibilities, will be asked to report to a specific staging area for registration, assignment of duties or dismissal. Personnel who are not on campus and who have no specific responsibilities are asked to remain away from campus unless they are contacted.

EMERGENCY MANAGEMENT TEAM

The Emergency Management Team (EMT) is made up of five functional groups and individuals as assigned by the Provost.

Incident Commander

1. Mark Wahlers, Provost
2. Glenn Smith, Dean of Students

<u>Operations</u>	<u>Public Information</u>	<u>Logistics</u>	<u>Finance</u>	<u>Intelligence</u>
1. Doug Meyer 2. Dave Hanson	1. Andrea Bruno 2. Greg Harris	1. Steve DeKlotz 2. Joel Schuldeisz	1. Denny Stoecklin 2. Jim Cullen	1. Al Luher 2. Brad Metzler

Duties

The Provost heads up the emergency management team and is the Emergency Management Team Leader (EMTL). In the event that the provost is absent or incapacitated, the Dean of Students assumes this role. In their absence, the president will designate an individual to serve as emergency coordinator. The officers of the University and others the Provost may assign will make up the emergency management team.

Responsibilities

1. Review and approve the Emergency Management Plan annually.
2. Provide training to insure that all individuals on campus are aware of responsibilities and appropriate actions to take in the event of an emergency.
3. Serve as command and coordination unit in the event of a campus emergency or of a regional emergency in which the University may be called upon as a rescue.
4. Serve as the University's point of contact with local emergency service personnel and other agencies: Red Cross, Federal Emergency Management Agency, or its state counterpart.

5. Review and critique the emergency response performance and revise this document to improve its effectiveness as a planning and execution tool.

EMERGENCY RESPONSE LEADERSHIP

The Concordia University Emergency Management Team coordinates the campus response to major incidents. The EMTL provides executive supervision for the entire emergency response process and serves as the EMTL and Incident Commander. The EMTL determines whether to activate the EMP and whether to convene all or part of the Emergency Management Team, after emergency conditions have been verified by the Campus Safety Department, Physical Plant Department, and, if necessary, after consulting with other Departments and/or civilian Emergency Services agencies.

The EMTL instructs the Director of Public Safety to alert the Team and inform them that a mobilization is required. (Exception: After a catastrophic earthquake, the Emergency Management Team reports to campus as soon as it is safe to do so, without receiving a telephone call-back). When the Emergency Management Team assembles, its responsibilities are to:

- Determine the scope and impact of the incident
- Make appropriate emergency notifications
- Prioritize emergency actions
- Deploy resources and equipment
- Communicate information and instructions
- Monitor and re-evaluate conditions

When emergency conditions abate, EMTL determines the appropriate time to de-activate the Emergency Management Plan.

THE EMERGENCY OPERATIONS CENTER

Emergency Management Team members report to a central Emergency Operations Center to coordinate decisions and resources. The primary Emergency Operations Center location for Concordia University is Luther Hall Room 204. Equipment (bull horn, walkie talkies, first aid supplies, emergency contact lists, and lists of supply stations and first aid kits on campus) and supplies will be stored in Luther Hall Room 204, for transport to any suitable location if emergency conditions affect the functionality of the designated sites. Public Safety Department personnel are responsible for the planning and general management of the Emergency Operations Center facility and its resources. They assemble appropriate data, equipment, and supplies. They prepare an Emergency Operations Center resources Directory, containing critical internal and external contact information and emergency action checklists. Copies are kept at the Emergency Operations Center, and at alternate sites.

When an emergency occurs, the Director of Public Safety, or a temporary designee appointed by the Director of Public Safety, opens the Emergency Operations Center facility, arranges its equipment and supplies, and coordinates its continued operation with the Emergency Management Team Leader. Some of the basic services that may be required in a major emergency, and potential Concordia University service providers, include:

- Communications equipment support..... Information Services
- Facilities and utilities repair, transportation..... Physical Plant Department
- Building damage assessment..... Physical Plant Department
- Health and safety evaluation and remediation..... Public Safety Department
- Emergency shelter..... Student Services
- Food..... Dining Services
- Counseling and psychological services..... Counseling Services
- Security and crime prevention..... Public Safety Department
- Student support services..... Student Services
- Public Information/Media contacts University Relations
- On-site Emergency Medical services* Student Health Center

*The Student Health and Athletic Training centers will provide only basic emergency medical services and immediate triage. As soon as city or other Emergency Medical Teams arrive on site, emergency medical treatment service is transferred to them.

After a major emergency or disaster, the Emergency Operations Center will be the coordination points for Concordia University's program recovery and the cost reimbursement process.

EMERGENCY OPERATIONS CENTER COMMAND STRUCTURE

The Emergency Operations Center expands or contracts for Level 2 or Level 3 emergency situations as may be required and should be considered flexible in that regard. The Concordia University EMP also groups emergency decision makers into functional groups at the Emergency Operations Center, but these groups are modified to reflect the organization and expertise in our academic environment.

At the campus Emergency Operations Center, the Emergency Management Team is divided into five functional working groups, including the:

- Public Information
- Operations Group
- Logistics Group
- Finance Group
- Intelligence Group

The EMTL is the "Incident Commander" (IC) and is the liaison between the Operations Group and the other group members. The IC designates a Leader for each Emergency Operations Center Group according to the nature and scale of the emergency event.

EMERGENCY LEVELS

At Concordia University, emergency incidents are classified according to their severity and potential impact so that emergency response operations can be calibrated for actual conditions.

LEVEL 1 A minor, localized department or building incident that is quickly resolved with existing University resources or limited outside help. A Level 1 emergency has little or no impact on personnel or normal operations outside the locally affected area. Level 1 incidents do not require activation of the University Emergency Management plan.

Impacted personnel or departments coordinate directly with the Campus Safety Department or Physical Plant Department to resolve Level 1 conditions. In some incidents, Information Services will be asked to activate public information systems to provide necessary bulletins.

Examples: Odor complaint, localized chemical spill, plumbing failure or water leak

LEVEL 2 A major emergency that disrupts sizable portions of the campus community.

Level 2 emergencies may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions, or may threaten life safety. The EMTL receives intelligence from responding operational departments, determines Plan activation, and convenes a Situation Assessment Team, drawn from Emergency Management Team membership. The Situation Assessment Team constitutes a "mini-Emergency Operations Center." It evaluates the scope of the incident, coordinates essential services, and provides emergency information. Situation Assessment Team members are (group leaders of five emergency management team leaders):

- Operations Group - Director of Physical Plant
- Public Information – Director of Institutional Advancement
- Logistics – Associate Dean of Student Life
- Finance - Chief Financial Officer
- Intelligence - Director of Public Safety

Normally the Situation Assessment Team convenes at the principal Emergency Operations Center or the EMTL's office. However, when the Situation Assessment Team meets at a field location, a support staff may assemble at the Emergency Operations Center to coordinate information.

The Situation Assessment Team may also request that a particular Satellite Operations Center be activated if the Satellite Operations Center is a critical service provider, or if it is significantly affected by the event.

Examples: Building fire, major chemical spill, extensive power or utility outage, severe flooding. Also: an existing or imminent external emergency that may affect Concordia University personnel or operations.

LEVEL 3 A disaster involving the entire campus and surrounding community.

Normal Concordia University operations are suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external jurisdictions. The EMP is automatically activated and all Emergency Management Team members report to the Emergency Operations Center. Field Command Posts may be set up in other areas of the campus to support the distribution of resources, personnel, or information.

Example: Major earthquake

IMPORTANT NOTES:

- The University EMP pertains to Level 2 and Level 3 emergencies only.
- The designation of a major incident's emergency level is made by the Emergency Management Team Leader, in consultation with the Emergency Management Team as may be required.
- The designated level for an incident may change as conditions intensify or ease.
- Evacuations or campus closures are authorized by the Emergency Management Team, and are announced from the Emergency Operations Center.

CONCORDIA UNIVERSITY EMERGENCY COMMUNICATION PLAN

President

Provost

- Chief Financial Officer
- Dean of Students
- Chief Information Officer
- Dean of College of Education
- Dean of College of Theology Arts & Sciences
- Dean of School of Management
- Athletics Director
- Executive Director of Concordia University Foundation
- Dean of Admission

- Chief Financial Officer
 - Director of Physical Plant
 - Information Office / Mail Services Office Manager
 - Duplicating Services Office Manager
 - Landscape Maintenance Foreman
 - Building Maintenance Foreman
 - Assistant Building Maintenance Technician
 - Custodial Services Foreman
 - Custodians
 - Director of Enrollment Services
 - Financial Aid Staff
 - Registrar Staff
 - Director of Human Resources

- Dean of Students
 - Associate Deans of Students (2)
 - Campus Pastor
 - Associate in Ministry
 - Christian Life Ministry Coordinators
 - Chaplains
 - Assistant Directors of Student Life (3)
 - Director of Dining Services
 - Director of Advising
 - Director of Counseling
 - Director of Health Services

- Chief Information Officer
 - Director of ITS Infrastructure
 - Helpdesk Supervisor
 - Helpdesk Student Workers
 - Network Administrator
 - Network Technicians
 - Web Production Coordinator
 - Web Developer/Programmer
 - Director of Library Services
 - Access Services Librarian
 - Circulation Desk Supervisor
 - Circulation Student Workers
 - Reference and Instruction Librarian
 - Director of Academic Applications
 - Instructional Technologist
 - Director of Administrative Applications
 - Data Analyst

- Dean of the College of Education
 - Director of Christian Ministries
 - Assistant to the DCM
 - Health and Physical Education Program Director
 - MAT Program Director
 - Assistant MAT Program Director
 - M.Ed Program Director
 - Assistant M.Ed Program Director
 - Placement Director
 - Assistant Placement Director
 - Assistant to the Placement Office
 - Undergraduate Program Director
 - Assistant Undergraduate program Director

- Dean of the College of Theology, Arts & Sciences
 - Assistant to the Dean
 - Department Chairs
 - Faculty in each Department
 - Adjunct
 - Students in class
 - Staff Assistants
 - Math-Science Staff Assistant
 - PAVA/Theology/Humanities Staff Assistant

- Dean of School of Management
 - Director of Health and Social Services Department
 - Director of Nursing Program
 - Director of Undergraduate Business
 - Director of MBA
 - Office and Program Coordinator/Staff

- Athletics Director
 - Head Coaches
 - Assistant Coaches
 - Student Athletes
 - Head Athletic Trainer
 - Assistant Athletic Trainer
 - Sports Information Director
 - Administrative Assistant

- Executive Director Concordia University Foundation
 - Vice President
 - Director of Institutional Advancement
 - Data Entry Specialist
 - Receptionist
 - Director of Planned Giving
 - Major Gifts Officers
 - Director of Church Relations
 - Director of Alumni
 - Director of Annual Giving
 - Director of Corporate Relations
 - Director of Events
 - Director of Public Relations
 - Communications Specialist

- Dean of Admissions
 - Freshmen Counselors
 - Transfer Counselors
 - Graduate Admissions Staff
 - Data Entry Specialist
 - Receptionists

EMERGENCY OPERATIONS CENTER GROUP MEMBERS

The following are Emergency Operations Center group assignments for Emergency Management Team principals. Each Emergency Management Team member appoints a responsible alternate for his or her position. There are some team members with overlapping group assignments. These overlapping assignments are primarily in the Policy Group area. The Policy Group is generally advisory to the EMTL and those duties will not affect the line assignments of those members. Additional personnel may be assembled as necessary for specific emergency conditions.

EMERGENCY MANAGEMENT TEAM LEADER and INCIDENT COMMANDER

Provost

POLICY GROUP – Planning & Coordinating Council (PACC)

President

Dean of Students

Dean of College of Education

Dean of College of Theology, Arts, & Sciences

Dean of School of Management

Chief Financial Officer

Chair of Faculty

Athletics Director

Campus Pastor

Executive Director of Concordia University Foundation

OPERATIONS

Chief Financial Officer

Director of Physical Plant

PUBLIC INFORMATION

Director of Institutional Advancement

Director of Public Relations

LOGISTICS

Associate Dean of Student Life

Director of Counseling Services

Director of Food Services

Director of Athletics

Director of Health Services

Campus Pastor

FINANCE AND ENROLLMENT

Chief Financial Officer

Director of Enrollment Services

INTELLIGENCE

Director of Public Safety Department

Information Services

EMERGENCY MANAGEMENT TEAM JOB DESCRIPTIONS

INCIDENT COMMANDER

University Provost

(Alternate: Dean of Students)

1. Declares a campus emergency.
2. The Provost, or designate, is responsible for the overall direction of the University emergency response.
3. Convenes and chairs Emergency Management Team.
4. Works with the Director of Public Safety and others in assessing the emergency and preparing the University's specific response.
5. Declares and ends, when appropriate, the campus state of emergency as provided for in the introduction of this guide.
6. Designates an individual to serve as liaison with local emergency planning agencies; assures cooperation between University's emergency response personnel and those of local emergency services.
7. Recommends annual budget for emergency planning activities, training and acquisition of materials for use in the event of an emergency.

8. If the Provost is unavailable to carry on this assignment, the responsibility falls to the following individuals in order of succession:
 - a. Dean of Student Life
 - b. Chief Financial Officer

OPERATIONS GROUP

Director of Physical Plant

(Alternate: Assistant Director of Physical Plant)

1. Responsible for coordination of physical plant resources and personnel resources.
2. Assembles team from physical plant to assess condition of all campus buildings. This team will prioritize repair work, and assemble list of materials needed. Assures easy access of buildings to emergency personnel, as well as closing and securing unsafe or non-essential buildings.
3. Coordinates, with director of personnel, the release of non-essential personnel to go home. Helps relocate essential staff operations to safe buildings. Provides list of agents to supply campus with essential services, including water, emergency relief supplies, etc.
4. All printing needs will be coordinated by the Director of Physical Plant.
5. Restoration of telephone service and priority of telephone and/or fax use will be at the discretion of the Incident Commander.

Director of Physical Plant Department

(Alternate: Assistant Director of Physical Plant)

1. Provides equipment and personnel to perform shutdown procedures, hazardous area control, barricades, damage assessment, debris clearance, emergency repairs, and equipment protection.
2. Provides vehicles, equipment, and operators for movement of personnel and supplies, assigns vehicles as required to the Emergency Resource Team for emergency use.
3. Obtains the assistance of utility companies as required for emergency operations.
4. Furnishes emergency power and lighting systems as required.
5. Surveys habitable space and relocates essential services and functions.
6. Provides facilities for emergency generator fuel during actual emergency or disaster periods.
7. Provides for storage of vital records at an alternate site, coordinates with Resident Advisors and area directors for liaison and necessary support.
8. Conducts assessments and evaluations of damage to University property.
9. Constructs emergency facilities.

PUBLIC INFORMATION GROUP

Institutional Director of Advancement

(Alternate: Director of Public Relations)

1. Provides leadership for all aspects of public and media communications during an emergency.
2. Establishes a media center, in a different location from the command center, where information is distributed and where all media covering a crisis must check in. All inquiries are referred to the media center.
3. Coordinates with the Director of Public Relations all news releases, press conferences, media announcements, etc., regarding the nature of the emergency, how it is handled, extent of damage, interviews, etc. Determines official spokesperson(s) for the University.
4. Keeps President, Provost, and other officers advised of the nature of the media and public release of information and instructions to internal audience. Keeps other constituencies informed as needed (Board of Regents, alumni, etc.)
5. Coordinates any fund-raising efforts or any gifts or donations received.

Director of Communications

1. Plans, coordinates all news releases, press conferences, media announcements. May serve as spokesperson for the University.

2. Establishes liaison with news media for dissemination of information as requested by the Incident Commander.
3. Establishes liaison with local radio and TV services for public announcements.
4. Arranges for photographic and audio-visual services.
5. Advises the Incident Commander or designee of all news concerning the extent of disaster affecting the campus.
6. Prepares news releases for approval and releases to media concerning the emergency. (Other staff called in as needed)

LOGISTICS GROUP

Associate Dean of Student Life (Alternate: Director of Athletics)

1. Responsible for resources of housing, counseling, food service and conferences.
2. Coordinate, with the director of housing, the relocation of students out of damaged buildings into open rooms and public areas of secure buildings. The resources of the conferences office (sheets, blankets, towels) will be used to set up temporary sleeping quarters for all displaced students.
3. The services of the Office of Counseling Services, Career and Learning Support and the chaplain's office will be used to set up sites for students who need counseling or other personal, non-medical attention.
4. Determines, upon advice from the food service director, the location and extent of food service operations. This includes providing for students as well as Concordia University employees and community members who may be on campus aiding in the operation.
5. Coordination of Health Center personnel, facilities and supplies will be directed by the Associate Dean of Student Life or designate. These efforts will be coordinated with similar external services such as the Red Cross.
6. All food service decisions will be made in coordination with the Dean of Student Life.

FINANCE GROUP

Chief Financial Officer

(Alternate: Director of Enrollment Services)

1. Coordinates the registration of students, faculty, administrators and staff following an emergency.
2. Develop a plan for responding to inquires from admitted or potential students who express concern due to an emergency or crisis situation. Recruit and assign Concordia University students to assist in various phases of an emergency operations procedure.
3. Help in contacting parents of students and/or field calls from concerned parents and/or families.

Director of Enrollment Services

1. Serves in leadership role in the absence of Chief Financial Officer.
2. Coordinate emergency financial aid for students. (Other staff called in as needed)

INTELLIGENCE GROUP

Director of Public Safety

(Alternate: Director of Information Technology – Infrastructure)

1. The Director is responsible for the overall coordination of the University Emergency Response Plan.
2. Determines the type and magnitude of the emergency and establishes the appropriate emergency operations center.
3. Initiates immediate contact with the Provost and University Administration, begins assessment of the University's condition.
4. Notifies and utilizes Safety Officers, police, fire and, if necessary, student aides in order to maintain safety and order.
5. Notifies the Emergency Resource Team and advises them of the nature of the emergency.
6. Notifies and conducts liaison activities with an appropriate outside organization such as fire, police,
7. Office of Emergency Services, etc.

8. Insures that appropriate notification is made to off campus staff when necessary.
9. Performs other related duties as may be directed by the Emergency Team Leader by virtue of the campus emergency.
10. Prepares and submits a report to the Provost appraising the outcome of the emergency.
11. Collects and verifies field reconnaissance
12. Maintains an incident log
13. Provides background data and maps
14. Tracks community impacts
15. Determines, detects, and identifies hazardous radiological, biological, and chemical agents and makes necessary recommendations concerning environmental, personnel, and legal impact.
16. Provides hazardous waste control and assists monitoring and cleanup operations.

Safety Officers

1. Notifies University administrators of major emergencies.
2. Monitors campus emergency alarm systems.
3. Takes immediate and appropriate action to protect life, property, and to safeguard records as necessary.
4. Obtains assistance from city, county, and federal governments for first aid as required.
5. Provides traffic control, access control, perimeter and internal security patrols services as needed.
6. Assists in directed evacuations and building cleanup when hazardous wastes are involved.

EMERGENCY RESPONSE

EMERGENCY INFORMATION AND COMMUNICATIONS

1. In any emergency, notifications to affected students, faculty, researchers and staff must begin at once---as the emergency response itself begins.
2. During a limited Level 1 emergency, dispatching departments simply alert Department managers of the situation and provide updates throughout the course of incident. (In some incidents, the EMERGENCY MANAGEMENT TEAM Public Information Coordinator may also issue bulletins approved by the Incident Commander.
3. Making timely internal and external emergency announcements during a Level 2 or Level 3 emergency 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.
4. The Public Safety Department is the focal point for two-way transmission of official emergency telephone communications to University administrators and the Emergency Management Team, especially during off hours when the University is normally closed. Each University administrator, upon receiving notification of a campus emergency, is to pass the same information along to those departments/offices under his/her direction.
5. The officer on-duty will notify the Director of Public Safety. The Director of Public Safety will then initiate the notification system as directed by calling the following University administrators as appropriate (see Emergency Response Communication Plan – pages 6-8)

IMPORTANT: During an emergency, campus phones must be restricted to University official notification only. In the absence of phone services, the Public Safety Department will coordinate runners for emergency notification (contingent on available personnel).

- At Concordia University, the delivery of internal and external emergency information is planned and coordinated by the Provost, the Director of Public Relations, and the Director of Information. With this primary responsibility, their Satellite Operations Center becomes an “InfoCentral” for the entire University.
- The Director of the Public Relations is the EMERGENCY OPERATIONS CENTER Information Coordinator.
- Director of the Public Relations liaisons with pre-designated Information Coordinators from each unit that is represented at the central Emergency Operations Center to obtain and deliver reports and announcements. Reports should be issued at a minimum of every two hours.

- Internal campus status bulletins and external press briefings are issued every two hours, on an alternating schedule. At least two general information management meetings are held daily.
- A variety of resources are used to distribute internal emergency information and instructions, including:
 - Campus Emergency Information Hotlines
 - _____ for campus bulletins
 - _____ for student announcements
 - 503-288-9371 for out of area callers (switchboard)
 - The Concordia University web site
 - Voice mail, e-mail and fax broadcasts
 - Staffed phone banks
 - Posted bulletins on local public TV and radio
- This coordinated approach to disseminating critical emergency announcements will provide quick, reliable and consistent information to our community and will reduce general demand on vital emergency communications lines. In the event that emergency conditions suspend power and telephone service, emergency information, along with all emergency communications, will be profoundly restricted. Messengers, radios, cellular phones, and ham radio will be used until systems can be restored.

ANTICIPATED ACTIVITIES DURING VARIOUS EMERGENCY PHASES

Under ideal conditions the implementation of this Emergency Response Plan will be in three (3) phases:

Advance Warning, Emergency-in-Progress and Post-Emergency/Recovery. The following is a brief outline of the type of activity that would take place during each phase.

1. ADVANCE WARNING PHASE:

- a. First Person on the scene immediately calls 911.
- b. The Director of Public Safety or representative receives the news of an emergency situation and notifies the Provost.
- c. The Provost notifies the Dean of Students.
- d. The Provost, or representative, decides whether or not to intact the Emergency Response Plan according to the anticipated situation (based upon a "worst case" scenario).
- e. Planning and Communication decisions are made and implemented.
- f. Appropriate areas are notified.
- g. Essential-services personnel are called in or retained.
- h. Precautionary evacuations are performed.

2. EMERGENCY-IN-PROGRESS PHASE:

- a. The Director of Public Safety maintains communications with the Provost (or other EMTL), the surrounding community, the City of Portland, Multnomah County and state agencies as needed.
- b. Protection of Life and Emergency Medical Services are provided as needed.
- c. Evacuation/Relocation as needed.
- d. Fire Suppression as needed.
- e. Public Health and Sanitation Tasks are performed as needed.
- f. Search and Rescue Operations as needed.
- g. Initiate Damage Control Operations.
- h. Law Enforcement and Crime Prevention measures are taken as needed.
- i. Reactions to the dictates of the situation, as necessary.
- j. Continuous observation of hazardous situations are reported to the Emergency Operations Center.
- k. In a snow situation, coordinate activities with the Oregon Department of Transportation.

3. POST EMERGENCY/RECOVERY PHASE:

- a. Continue emergency medical services as needed
- b. Restoration of lost or damaged utility services
- c. Emergency repair of structural damage

- d. Removal of fallen trees and other debris from lines, roads and buildings
- e. Call-back of additional personnel

EMERGENCY OPERATIONS CENTER OPERATIONS: PROCESS AND TIPS FOR SUCCESS

The Emergency Operations Center should be activated as soon as it becomes apparent that the operation at the Emergency is overwhelming existing resources and normal procedures. The Emergency Operations Center should continue in operation only for as long as the situation warrants it and be deactivated (i.e., closed-down) as soon as possible thereafter. While it is operational, the Emergency Operations Center must be made secure from intrusion of and interruption by any one NOT directly related to the response effort. When necessary, the Emergency Operations Center should be staffed, and operational on a continuous basis (i.e., 24 hours a day, 7 days a week).

Operations longer than one day should result in Emergency Management Team members working in shifts that will permit continuity while NOT extending Emergency Operations Center personnel beyond their limit. The effectiveness of the Emergency Operations Center is heavily dependent upon its ability to effectively maintain communications with a host of agencies, but especially with those at the emergency site. Therefore, the activation of the Emergency Operations Center demands the immediate activation of all available communication resources. It also necessitates the beginning of a long and difficult task of information gathering, analysis, processing and distribution. It is a process that must be well managed despite the apparent lack of solid information and the chaos inherent to disasters. Information processing begins immediately and involves the collection and analysis of information about the event and its consequences to the University and the University community.

This also requires the establishment of systems to quickly share that information among the Emergency Operations Center Control Group members. Some of these systems include the creation of a central map/situation board, the posting of key data in visible locations at the Emergency Operations Center, the distribution of printed updates, and frequent verbal briefings. Equally important is the recording of all key decisions (e.g., resource expenditures, activities), and communications in an 'event log'. This MUST be done by representatives of each of the key agencies represented at the Emergency Operations Center. They perform this task each for their own organization or agency. The person in charge of the Emergency Operations Center should appoint someone to perform the log-keeping function on behalf of the Emergency Operations Center Control Group.

Event logs are particularly important because they often represent the ONLY documented and, therefore, credible account of events, decisions and activities. They could help dispel allegations of negligence, failure to act, impropriety, responsibility for damages and much more. The Emergency Operations Center need not be activated by its full staff. Instead, it may be opened by a skeleton staff that rapidly grows to meet the needs of the disaster. Regardless, as soon as it is activated the Emergency Operations Center Control Group should quickly assume responsibility for managing the response effort.

In some circumstances, the Emergency Operations Center Control Group may have to establish and support more than one emergency site. This often occurs when one disaster site is, or when various disaster sites are dispersed over a large area. Naturally, the establishment of more than one site further complicates the situation for the Emergency Operations Center Control Group. However, the process remains the same as if there is only one site.

The key differences in the approach of the Control Group are the need to create separate information/resource list for each site, and the requirement to clearly identify in the various Logs the exact site in question. Regardless of the number of sites being operated at any one time, there are many factors that lead to the success of Emergency Operations Center operations. The following are key lessons for operational success:

- Appoint a Site Manager as soon as possible and communicate the decision (with name and location at the Site) to all major agencies involved at the Site and at the Emergency Operations Center.
- When an Emergency Operations Center is necessary, immediately activate it.

- Where necessary, explain in detail the process of the Emergency Operations Center operation (i.e., how it works) to those who will take part within it.
- Establish and maintain frequent communications with the Site Manager and the Site Team.
- Establish and continue to enhance the flow of information at three levels: within the Emergency Operations Center, between the Emergency Operations Center Control Group and the Site Team, as well as between the Emergency Operations Center Control Group and the public.
- Immediately begin a log of events for each operational desk at the Emergency Operations Center and maintain this log throughout the operation.
- Secure the Emergency Operations Center from unnecessary interruptions and disruptions.
- Immediately begin to display (and share) key information that may be of value to other members of the Emergency Operations Center Control Group.
- Begin, as soon as possible, to activate back-up systems and mutual aid resources to prepare for the potential escalation in the need for resources.
- Keep the Emergency Operations Center area but especially the main room as quiet as possible.
- Strive to reduce the stress level by communicating necessary information, identifying roles, clarifying key operational processes, ensuring reasonable shift duration, and providing creature comforts.
- Keep the Public (through the Media) regularly apprised of the situation, its consequences, and the actions required by the residents.
- Be open and cooperative with the Media.
- Where appropriate, ensure that Emergency Operations Center Control Group members have dealt with the effect of the disaster on their family members, home and place of work. (This is an often forgotten factor that can have long term damage.)

OPERATION OF EMERGENCY ASSEMBLY AREAS

The purpose of Emergency Assembly Areas is to provide an opportunity close to the site of an emergency to determine who has evacuated a building safely, assess, in a preliminary way, severity of the medical needs of evacuees, and to report this information to the administrator in charge of the scene.

Typically, this individual will be one of the University officers. The administrator in charge will pass this information along to the police or fire department incident commander.

OCCUPANTS OF A BUILDING AT THE TIME OF AN EMERGENCY ARE TO REPORT TO THE ASSEMBLY AREA FOR THAT BUILDING. ASSEMBLY AREAS ARE DESIGNATED BY SIGNS POSTED IN THE BUILDINGS.

In the most likely case, an emergency will prompt the evacuation of a single building. All occupants of the building are to leave the building as quickly as possible via the nearest exit and then move immediately to the assembly area. Once in the area, people will cluster with their own group (e.g., class, office area, department, residents of a hall, etc.). The person in charge of that group (e.g., professor, supervisor, department chair, RA, etc.) will be responsible for ascertaining who has exited the building safely and identifying those who are injured or missing.

The person in charge of each group will pass on his or her information to the administrator designated to be in charge of that assembly area. In the case of buildings where students and staff are transient users (e.g., bookstore, library, gymnasium, Counseling Services, etc.) they are to check in individually with the person in charge of the assembly. Once those who have evacuated a building are checked in, they will be advised by the officer in charge of the area whether to remain pending determination of whether the building can be re-entered in a short time, or to reassemble in a more secure area. This will differ depending upon the individuals involved and the situation.

For example, if a residence hall is damaged, those occupying the residence hall will need to be assigned to an alternate living setting even if for overnight. These reassignments will be the responsibility of the Associate Dean of Student Life and the Area Directors. If the group which has been evacuated is a class and the building cannot be re-entered, the class can be dismissed and requested to check with the professor the following day regarding a new location for the class. When offices such as an academic

department or administrative office are evacuated, it will be up to the department chair or administrator in charge of the office to give instructions on next steps.

In a general emergency, such as a major earthquake, when the Provost convenes the Emergency Management Team, the officer who might normally in charge of an assembly area will designate someone to replace her or him in that role. These designated individuals will perform the same function described above and report their information to the Emergency Management Team. Once students have checked in to the Assembly Area, they are to move immediately to cafeteria (assuming this structure withstands the event) and await instructions.

Evacuation Registration and Assembly Areas

All students and staff will move to pre-designated areas if an emergency requires the evacuation of a building:

1. The Provost will assign areas to which faculty, students and staff in classrooms, offices, laboratories and the library will move if evacuation is essential.
2. The Director of Human Resources will assign registration areas for all administrative and staff offices.
3. The director of housing will assign designated registration areas for all students in residence halls and other University-owned housing.
4. Specific individuals will be in charge of registration for each area and will be given an up-to-date list of people assigned to that area, pen, flash light and a form of identification.
5. In the event of an evacuation, students, faculty, administrators and staff will be asked to report to their assigned areas, where they will be registered. Once that is complete they will be directed to assembly areas or dismissed from campus. Those leaving campus will be asked to indicate their destination and a telephone number where they can be reached.
6. No individual is to return to an area which has been evacuated due to an emergency until official clearance is given by emergency personnel and the Provost.

EVACUATION AREAS

Residence halls:

Inclement weather location: Gymnasium or cafeteria.

East
Elizabeth
Holman Apartments
Mary Neils
Weber

Assembly site in good weather

Athletic Field

Classroom buildings/office buildings/physical plant

Inclement weather location:

Dining Hall
Gymnasium

Building

Hagen Center
Luther Hall
Centennial Hall
Modular Classrooms
Gymnasium
Fine Arts Building
Student Services
Concordia House

Assembly site in good weather

Athletic Field

EMERGENCY SHELTERS

Circumstances may indicate the need for precautionary, pre-event evacuation of threatened or highly vulnerable areas (e.g., high rise residence halls) or post-event evacuation of damaged or otherwise uninhabitable areas (e.g., residence halls without power on the approach of night fall).

In the case of pre-event evacuation, the campus location for such temporary emergency shelter would be the Hagen Center by virtue of its structural integrity and availability of emergency auxiliary power. Post-event relocations from residence halls can be accommodated in those remaining residence halls or assembly areas with normal power.

ON/OFF CAMPUS SOURCES OF ASSISTANCE DURING EMERGENCIES

On Campus Assistance

- A. The Department of Public Safety may be reached by dialing 8517 from an ON CAMPUS telephone. FOR EMERGENCIES DIAL 8517. OFF CAMPUS dial 503-280-8517. Uniformed Safety Officers are on duty 24-hours a day. Additionally, emergency police help is readily available from the Portland Police Department by dialing 9-911 from any University telephone.
- B. Maintenance and Operations: Trouble/service. After 5 PM contact the Director of Physical Plant at 503-281-8116 or 503-969-7314. Skilled workers are available from the Physical Plant Department at all times during normal working hours and on short notice at other times. They are capable of providing the following emergency services:
 - 1. UTILITIES: Repairs to most on-campus water, gas, electric, and sewage systems.
 - 2. STRUCTURES: Repairs to structures and mechanical equipment therein, including heating and cooling systems.
 - 3. EQUIPMENT: Portable pumps, generators, floodlights, welders, air compressors, tractors, backhoes, fork lifts, etc.
 - 4. TRANSPORTATION: Sedans, light trucks, dump trucks, and tractors.
- C. Purchasing. Emergency procurement of materials and services can be arranged in direct support of any contingency and emergency procurement of items needed for campus support.
- D. Emergency Procedures.

NOTE: In the event of a natural disaster in which major structural damage is sustained it is advisable to turn off hazardous utilities: electricity and natural gas are of primary concern. Chlorine gas systems at the pool or in laboratories should not be overlooked.

Off Campus Assistance Disaster Resources

CDC – Center for Disease Control	1-800-232-4636
Emergency Management, Portland	503-823-4375
FBI – Federal Bureau of Investigation	503-224-4181

Hospitals	Legacy Emanuel	Legacy Good Samaritan	Providence Portland Med Ctr
	2801 N Gantenbein Av	1015 NW 22 nd Av	4805 NE Glisan St
	Portland OR 97227	Portland OR 97210	Portland OR 97213
	503-413-2200	503-413-7711	503-215-111

Multnomah County Sheriff	503-823-3333
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ODOT – Oregon Department of Transportation	1-888-275-6368
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Oregon Public Health Division	503-731-4000
Oregon State Police	503-378-3720
Police-Fire-Ambulance EMERGENCY	911
Police-Fire-Ambulance NON-EMERGENCY	503-434-7305
Red Cross, Oregon Trail Chapter	503-284-1234
Salvation Army – Moore Street Center	503-493-3925

RECOVERY

Plan De-Activation

When emergency conditions are stabilized and normal University operations resume, the Emergency Plan will be de-activated by the Emergency Management Team. A formal announcement will be disseminated by the office of the Director of Public Relations using all emergency information and notification systems. 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 Emergency Planning Steering Committee and to the University.