

# Crisis Management Plan

## Introduction

The Crisis Management Plan is a basic guide to providing a response system, by Lewis & Clark College Faculty, Staff, and Students, to major disasters or disturbances occurring on the Lewis & Clark College Campus. All personnel designated to carry out specific responsibilities are expected to know and understand the policies and procedures outlined. The response to any major crisis or disturbance will be conducted within the framework of this plan. The Crisis Management Director must approve exceptions or changes to the outlined procedures. The Crisis Management Director for Lewis and Clark College will be the Director of Campus Safety or his/her designate.

## Purpose

The Crisis Management Plan is designed to effectively coordinate the use of College and community resources to protect life and property immediately following and during a major crisis or disturbance on the Lewis & Clark College Campus. It is placed into operation whenever an emergency affecting the campus cannot be controlled through normal channels and procedures.

## Crisis Types

For the purposes of this plan there are three types of crisis. They are defined below. Type #1 does not involve the coordination of the Crisis Management Groups while Types #2 and #3 will require their coordination. The Director of Campus Safety together with the Assistant Vice President of Facilities will assess the elements of the crisis and determine what level of emergency to declare.

Type #1 - this is a minor department or building crisis that can be resolved with existing college resources or limited help. A Type #1 crisis is usually a one-dimensional event that has a limited duration and has little or no impact on Lewis & Clark College personnel or operations.

Type #2 - this is a major incident that involves more than one department or building, and impacts sizable portions of the campus community. A Type #2 crisis may be single or a multihazard situation, and often requires considerable coordination with external jurisdictions. Type #2 emergencies also include imminent events on campus or in the general community that may develop into a major College crisis or a full disaster.

Type #3 - this is a catastrophic emergency event involving the entire campus and surrounding community. Immediate resolution of the disaster, which is usually multihazard, is beyond the emergency response capabilities of campus and local resources.

## Organization

The Crisis Management Team is made up of two groups:

1. The Crisis Operations Group reports to the Crisis Management Director.
2. The Crisis Policy Group reports to the President.

The two groups will always meet when possible in close proximity with one another to assure the best possible communication and exchange of information. Each Lewis & Clark College Department/Office listed in either of the groups will designate a primary representative and an alternate.

## **Responsibility and Control**

The Crisis Management Plan is under the executive control of the President of the College and under the operational direction of the highest-ranking member of the Lewis & Clark College Campus Safety Department on campus (henceforth to be designated as the Crisis Management Director). When an emergency situation arises, the Crisis Management Director will activate the Crisis Management Plan. This individual will retain control of the Crisis Operations Group until relieved by a higher-ranking member of the Campus Safety Department. College personnel and equipment will be utilized to provide priority protection for:

1. Life Safety
2. Preservation of Property
3. Restoration of the Academic Program

The Crisis Management Group Representatives under the direction of the Crisis Management Director will determine the manner in which College personnel and equipment will be utilized. The President of the College or his/her designate will be responsible for notifying the Crisis Management Director to deactivate the Crisis Management Plan when he/she deems it appropriate.

## **Implementation**

In the event of a major crisis, the Crisis Management Plan will be implemented in the following ways:

1. If telephone services are operational...
  - a. The Crisis Management Director will activate the Crisis Management Plan. This individual will designate the Crisis Management Operations Center and the Crisis Management Policy Center locations.
  - b. The Campus Safety Dispatcher will immediately begin calling the members of the Crisis Management Operations Group, and advising them to come to the designated Crisis Management Operations Center.
  - c. The Campus Safety Dispatcher will periodically advise the Crisis Management Director of the availability and estimated time of arrival of the Crisis Management Operations Group representatives (each representative should assign two backup representatives from their area).
  - d. After notifying the members of the Crisis Management Operations Group, the Campus Safety Dispatcher will call the members of the Crisis Management Policy Group and advise them to come to the designated Crisis Management Command Center.
2. If telephone services are NOT operational...
  - a. The designated members of the Crisis Management Operations Group and the Crisis Management Policy Group will immediately contact the Campus Safety Dispatch Office to implement the Crisis Management Plan as soon as they are aware that a major crisis or disturbance affecting the Lewis & Clark College Campus may have occurred.
  - b. If the designated members of the Crisis Management Operations Group do not respond to the Campus Safety Dispatch Office in a reasonable amount of time, messengers may be dispatched.

## **NON-WORKING HOURS**

There is approximately a 75% chance that a disaster such as the one envisioned by this plan may occur before or after regular College office hours, or on a holiday or a weekend when the organizational set-up of many departments is somehow out of the ordinary. While the structure of this plan remains precisely the same, its implementation may vary necessarily depending on, e.g. available resources and personnel until proper officials can be notified. Until that time, however, the individuals assuming the most responsibility will necessarily be those officials/individuals of highest rank who are available at the time. These individuals should seek to follow as nearly as possible the guidelines discussed in this plan, while simultaneously making an effort to notify superior officials of the situation so as to obtain verification or advice on their actions.

The Crisis Management Operations and Policy Groups RESPONSIBILITIES are outlined on the attached pages to this document. The Crisis Management Operations Group reports to the Crisis Operations Director and the Crisis Management Policy Group reports to the President.

# **Crisis Management Plan Priorities**

The Crisis Management Operations and Policy Groups will concentrate efforts on Priority 1 Objectives until these objectives are substantially met. Priority 2 and 3 Objectives will be addressed, as resources become available. The Crisis Management Operations and Policy Groups will keep a record of all activities.

## **Priority Objectives**

### **Priority I**

- A. Communication Network - establish a communication network using existing resources.
  - 1. Telephone
  - 2. Operations Radio - Community Safety
  - 3. Community Safety Public Address System
  - 4-Ham Radio Operators
  - 5-Telephone – Emergency Information Line/Emergency Voice Mail
  - 6-Internet – Emergency Web Site
  - 7-Runners
  
- B. Medical Aid - evaluate medical services available and direct rescue services regarding location or treatment facilities for injured.
  - 1. Lewis & Clark College Health and Counseling Center
  - 2. Lewis & Clark College Campus Safety Officers
  
- C. Fire Suppression - evaluate fires or fire hazards and use resources to control and evacuate.
  
- D. Search and Rescue - appoint search and rescue teams and acquire transportation and equipment required
  - 1. Lewis & Clark College Campus Safety Officers
  - 2. Volunteer Forces
  - 3. Facilities Services
  
- E. Utilities Survey - evaluate condition of utilities and shut down or restore as able (gas, electric, steam, water, sewer)
  - 1. Facilities Services
  - 2. Portland General Electric
  - 3-NW Natural Gas
  - 4. Volunteer Forces

- F. Hazardous Substance Control - survey critical area and secure clean-up as needed (radiological, biological, chemical)
  - 1. Health/Safety Officer
  - 2. Portland Fire Bureau
  - 3. Volunteer Forces

## **Priority II**

- A. Facility Survey - evaluate facilities for occupancy  
Residence Units have priority  
Identify and seal off contaminated areas
  - 1. Health/Safety Officer
  - 2. Facilities Services
  - 3. Residence Life
- B. Shelter - identify usable housing structures and organize personnel moves as needed.
  - 1. Residence Life
- C. Food Drinking Water - identify supplies and establish a distribution system.
  - 1. Bon Appetit
  - 2. Facilities Services
- D. Sewer System - evaluate sewer system and identify resources that can be used. Develop latrines if needed.
  - 1. Facilities Services
- E. Communications - establish a communication system with the campus community and advise everyone regarding availability of basic services.
  - 1. KLC
  - 2. PA System on Campus Safety Vehicle
  - 3. Bullhorns
  - 4-Voice Mail
  - 5-E-mail
- F. Criminal Activity Control - establish a security patrol system to control crime.
  - 1. Campus Safety - Student Patrol
  - 2. Volunteers
- H. Psychological Assistance - establish a system to deal with cases of mental breakdown.
  - 1. Health Center
  - 2. Psychology Department
  - 3. Student Services

## **Priority III**

- A. Valuables Material Survey - identify, survey and secure valuable materials on campus.
  - 1. Policy Group
  - 2. Volunteers
- B. Records Survey - identify, survey and secure all Lewis and Clark College records.
  - 1. Business Office
  - 2. Human Resources

- 3. Registrar's Office
- 4. President's Office
  
- C. Academic Survey - survey academic departments and determine requirements to begin academic operations.
  - 1. Department Chairs and Faculty
  - 2. Issues with Research Projects
  - 3. Volunteer Forces
  
- D. Supplies and Equipment - develop system to renew flow of supplies and equipment from outside resources.
  - 1. Facilities Services

It is expected that as operations progress from Priority I through Priority II and III, the administrative control of the College will move from the Crisis Management Operations Group back to the normal Lewis & Clark College organizational structure. The President or Acting President will determine when to deactivate the Crisis Management Operations Plan.

## **CRISIS MANAGEMENT POLICY GROUP**

### **Members**

President

Provost

VP/Finance

VP/College Relations

Dean of Law School

Dean of Graduate School

Public Relations Officer

College Secretary

Dean of the College

Associate Provost

### **Group Responsibilities\*\***

Acquisition of Resources outside of College

Formulation of General Public Information

Liaison with Crisis Management Operations Group

Financing/Legal Problems

Prioritize Operations

Short and Long Term Plan for Student  
Housing and Food Service

Short Term Building Replacement Program

Faculty/Staff Replacement

Target Date for Resumption of Academic Schedule

\*\*The responsibilities outlined above are group responsibilities and are not meant to be specifically assigned to any individual in the policy group.

# **EMERGENCY OPERATIONS GROUP**

<b><u>Title</u></b>	<b><u>Representative</u></b>	<b><u>Responsibilities</u></b>
1-Crisis Director	Campus Safety	Activate Crisis Plan Designate Command Centers Direct Emergency Services Direct Law Enforcement and Fire Control Coordinate Search and Rescue
2-Student Assistance	Student Services	Coordinate Student Assistance Programs Coordinate Housing and Food Programs Establish Student Information Programs Organize Student Volunteer Services
3-Medical Care	Health Center	Coordinate Medical Services Organize Counseling Services
4-Facility Services Coordinator	Facilities	Utilities Survey Housing/Food Services Rescue/Cleanup Procurement of equipment Facilities Survey
5-Health/Safety		Control of Hazardous Materials Health & Safety Survey Assist with Facilities Survey
6-Volunteer Force	Student Activities/Human Resources	Coordinate volunteers for Operational Use
7-Support/Clerical Staff	Log the activity of the Operations Group	
8-Information Officer	Public Relations	Activate Emergency Information Line, Activate Emergency Information Voice Mail, Activate Emergency Web Site, Contact Ham Radio Operators, create/distribute emergency information signage