

The University of Vermont

Emergency Response & Recovery Basic Plan

Introduction

One measure of an organization's strength is its ability to respond well in an emergency. Since every scenario cannot be predicted, an emergency response plan must be able to quickly adapt to events as they unfold. The following "all hazards" plan designates areas of responsibility and defines for the University of Vermont the framework necessary to respond to emergency situations. It is imperative that individual departments develop continuity plans for unique situations under their purview. The University response needs to be quick, professional, supportive, and meet the emerging demands of any incident, emergency, or crisis situation.

Executive Authority

During an emergency, the President (or the next most senior available administrator) has ultimate responsibility, authority and accountability for declaring a "state of campus emergency," setting the direction as to how the emergency will be managed, and making key executive decisions. He/she is assisted and advised by the Policy Group (Provost and VP's) and the Emergency Operation's Group (various key operational leaders). The EOG (working generally out of the Emergency Operation's Center) is under the direction of either the Associate Vice President for Administrative & Facilities Services or the Assistant Vice President for Campus and Student Life, depending on the nature of the emergency. Field operations are under the direction of an on-scene *Incident Commander*.

Unless otherwise directed by the Board of Trustees by resolution or the President in writing, when the President is temporarily absent from campus or incapacitated, the authority and responsibility to function as the chief executive officer of the University shall pass in the following descending order, subject to presence on campus of the officer next in line as well as his or her ability to service: Senior Vice President and Provost; Vice President for Finance and Administration; Vice President for Student and Campus Life; Vice President for Federal, State, and Community Relations; Senior Associate Provost (from Delegation of Authority Policy).

Situations and Assumptions

Levels of Emergency Response

LEVEL 1 - A minor department or building incident that can be resolved by the responding service unit. This may result in calling in personnel and notifying the department where the problem occurred. (Example: Physical Plant responds to a broken water pipe.)

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LEVEL 2 - A department or building incident that can be resolved with existing University resources or limited outside help. A Level 2 incident is usually a one dimensional event that has a limited duration and little impact to the campus community beyond those using the space/building in which it occurred. (Example: Minor chemical or fuel oil spills, building loss of heat or electricity for several hours, or a minor fire confined to a room and not involving hazardous chemicals.)

LEVEL 3 - Situations that are primarily people, rather than infrastructure focused. In particular, many student issues can become quite complex because of varied institutional and student support responses that must be coordinated. Level 3 situations may emerge as a single incident, but have the potential to quickly evolve into a multi-faceted campus crisis. (Example: active shooter, serial sexual assaults, successful suicide, death on campus, multiple injuries, large scale dissent/disruption, including riots, hate crime, or bomb threats).

LEVEL 4 - A major emergency that impacts a sizable portion of the campus and/or outside community. Level 4 emergencies may be single or multi-hazard situations, and often require considerable and timely coordination both within and outside the University. Level 4 emergencies also include imminent events on campus or in the general community that may develop into a major University crisis or a full disaster. (Examples: heating plant failure, extended power outage, severe storms, major fire, contagious disease outbreak, or domestic water contamination.) .

LEVEL 5 - A catastrophic emergency event involving the entire campus and surrounding community. Immediate resolution of the disaster, which is usually multi-hazard, is beyond the emergency response capabilities of campus and local resources. (Example: earthquake, major hurricane, or act of terrorism which would require State and Federal assistance.)

Assumptions

-Although the University of Vermont is treated as a “jurisdiction” for administrative and training purposes by the Vermont Department of Emergency Management, it has no special statutory authority with regard to handling emergencies, beyond those granted to a Police department or a Rescue squad.

-For UVM to access public resources (local, State or Federal) in an emergency, requests for those resources will be routed through the City of Burlington, either through their EOC, or their Fire Department Chief Engineer (the jurisdictionally designated Emergency Manager – VSA).

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Concept of Operations

Phases of an Emergency

All major incidents have four distinct phases that require special management skills. UVM follows the National Incident Management System (NIMS) in accordance with Presidential Homeland Security Directive 5.

Crisis Phase

The crisis phase is characterized by confusion, panic, and “rush” to the scene, and “gridlock.” The goal of the first arriving university official in the crisis phase is to

- Limit the growth of the incident
- Ensure the safety of the community and first responders
- Stabilize the scene.

The first arriving University official at an emergency will assume Incident Command (initially could be from the hood of a vehicle), until relieved by a supervisor or appropriate first response personnel. Priority tasks include:

- Establish communications and control
- Identify any “danger zone”
- Establish an inner perimeter to secure the “danger zone”
- Establish an outer perimeter to control access to the entire scene
- Establish a command post
- Establish a staging area
- Request need resources

Scene Management Phase

Emergencies present particular challenges for the University, since there is often a need for multi-agency coordination, not just among UVM departments, but with local, state, and federal resources, as well. The goal of scene management is to *gain control*. If warranted during this phase, the Emergency Operations Group may be activated and establish an Emergency Operations Center (EOC) to provide additional resources to manage the event (see below).

Executive Management Phase

A transition to the executive management phase occurs when the size, scope and seriousness of the event is beyond the abilities of the scene command personnel to

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effectively manage. Level 4 and 5 emergencies are most likely to require this phase. This phase will necessitate the establishment of an Emergency Operations Center and activation of both the Emergency operation's Group and the Policy Group (or a representative of that group sitting in at the EOC to provide executive direction).

Termination Phase

Once the incident has been resolved and order restored, this phase ensures scene integrity. During this phase, a plan is developed for a smooth transition to normal operations by coordinating with other relevant university, federal, state, county, and local organizations. All personnel involved in the incident should be directed to prepare an after-action report and a complete review of the incident initiated under the direction of the incident commander. Counseling support should be available to any staff involved in the incident.

Organization and Assignment of Responsibilities

Policy Group

- President (Convener)
- Provost (Back-up Convener)
- Vice President for Finance & Administration
- Vice President for Student and Campus Life
- Vice President and General Counsel
- Other Vice Presidents (as needed or available)

Roles

- Declare "*state of campus emergency*"
- Approve temporarily suspending classes or closing the University
- Approve overall priorities & strategies for response/recovery
- Approve any temporary policies recommended by EOG
- Approve financial resource allocations for recovery efforts (per policy)
- Execute contracts for restoration services (per policy)
- Keep Board of Trustees advised along the way
- Liaison with Governor, Congressional delegation, Alumni, and other stakeholders.
- Approve returning to normal operations at conclusion of emergency

Emergency Operations Group (EOG)

- Associate VP - Admin. & Facilities Services - (EOC Director for level 4/5 emergencies)
- Assistant VP - Student & Campus Life (EOC Director for level 3 emergency)
- Chief/Director of Police Services (Back-up EOC Director)
- Director of Physical Plant
- Director of Risk Management
- Director of Residential Life

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- Director of Student Life
- Director of University Communications
- Director of Health and Well Being
- Chief Information Officer
- Director of Auxiliary Services (log/scribe)

Roles

- Gather, confirm & evaluate information from on-scene team
- Identify resource needs & shortfalls
- Reassign/deploy individuals and resources in support of field operations
- Focus on business continuity and restoration
- Disseminate information to campus community
- Link to City of Burlington EOC

Emergency Operations Center (EOC)

In cases of general widespread emergencies (Level 4 or 5), the Emergency Operation's Group director will activate an Emergency Operations Center (EOC) that shall serve as the workspace for the Emergency Operations Group. Normally, it will be located at a specially equipped conference room, but under certain conditions it can be set-up at a designated back-up location, or anywhere necessary telecommunication, data, and video support facilities exist. It may operate from a few hours, to a few days, or longer, depending upon the severity of the emergency.

Depending on the nature of the incident, the EOC Director will designate the following function:

- Deputy Incident Commander
- Public Information Officer
- Safety Officer
- Liaison Officer (who will coordinate agency representatives)
- Operation's Chief
- Logistics Chief
- Finance Chief
- Planning Chief (note: if circumstances warrant, an Intelligence Chief will be appointed)
- Log/scribe

Deans, Directors or content experts from impacted units may be asked to join the Emergency Operations Group by the Emergency Director as the situation dictates. In emergency situations that involve the city of Burlington or surrounding municipalities, representatives from public emergency response agencies (Fire, Police, EMS, Public Works) that serve the campus may be asked to provide Agency Representatives to the UVM Emergency

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Operation's Center. Additionally, an on-scene Incident Commander (Fire, Police or other) may request for agency representatives from the University.

Key Roles

The following University offices are expected to assume various roles at the request of the Emergency Operations Group in an effort to provide a coordinated response to an emergency. In some circumstances, it may be necessary to request staff to assume temporary roles outside the normal scope of their duties, taking into consideration their ability to carry out those roles. It is understood that if any department does not have specific roles for their personnel to carry out, then those personnel will automatically become part of a "pool" of reserve personnel to assist as assigned by those coordinating the specific emergency.

Academic Deans & Chairs	Identify and resolve instructional and research issues. Coordinate necessary faculty resources.
Facilities Design & Construction	Arrange for fit-up of temporary quarters for displaced units. Provide structural evaluations and repair estimates.
Athletics	Coordinate use of the Patrick Gym Complex as a staging area, open bay temporary shelter, and/or temporary morgue.
CATcard Services	Create temporary identification/access credentials as requested.
EAP/Counseling Center	Assist employees and students in coping with trauma.
Health & Wellbeing Center	Provide medical support and mental health counseling. Assist in providing services to those with minor injuries and provide trauma support. Coordinate with first aid services. May be asked to assist/provide onsite medical triage .
Campus Planning Services	Provide site and building information. Coordinate radio and pager support. Reschedule classes and public events to include off campus accommodations.
Print and Mail Center	Provide courier services to policy and operations groups. Post signs and notices. Provide printed material as directed (letters to parents, posters, temporary procedures, etc.).
Physical Plant	Mitigate facility and grounds damages and restore to functional level. Assist Police Services with creating a safety perimeter at the site of the emergency.
Police Services	Law enforcement, crowd control, evacuation, site security, and mobile communications. Liaison with on-site fire and medical command personnel.
Procurement	Obtain emergency goods and services; include pick-up/ delivery to site of emergency.
Residential Life	Coordinate housing operations (including any temporary shelters).
Rescue	Treat immediate injuries. Establish Medical Command if multi-injury situations

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Risk Management	Identify cause and scope of loss, coordinate insurance adjustment. Establish and support Emergency Coordination Center. Link with State Environmental Authorities when necessary.
Dean of Student's office	Coordinate student notification and response. Liaison with parents.
Telecom & Network Services	Coordinate temporary telephone, fax, and computer hookups. communications: Provide "broadcast" capability for voice mail. Arrange phone bank for necessary student call-outs to family. Activate "800" number if necessary.
Transportation and Parking	Provide transportation services as required. Assist Police Services with perimeter control and related functions.
University Communications	Media coordination and spokesperson.
University Dining Services	Coordinate dining services for dislocated personnel and emergency workers.
UVM Bookstore	Provide staffing to other support functions.
University Vet	Provide expertise with respect to any issues related to animal care.

Direction, Control and Coordination of an Emergency

When an emergency condition exists, it should be reported immediately to UVM Police Services, dial 911.

The Police Services Dispatcher will follow a defined sequence of responses for nearly all emergency situations.

1. Dispatch police officers and make appropriate fire and/or medical rescue calls
2. Notify the Chief of Police Services, or designee if unavailable, who will determine whether or not to initiate the emergency notification telephone call list (located at Police Services Dispatch) or selectively notify individuals.
3. If the emergency notification list is initiated, the Associate Vice President for Administrative and Facilities Services, the Assistant Vice President for Campus and Student Life, (or the Chief of Police Services in their absence), acting as the Incident Commander, will determine the level of emergency response and the need for activation of the Emergency Operations Group and the Emergency Operations Center.

Response to Level 1 or 2 Incidents

Level 1 events are reported through normal channels (Service Operations for building issues, Telecommunication operators for telephone problems, etc) and are handled based upon established departmental practices. A level 2 incident will be handled in a similar way, but may necessitate several departments being involved in order to re-establish normal operations.

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Response to a Level 3 Situation

When a Level 3 emergency occurs, the Assistant Vice President Campus and Student Life shall immediately assemble the Emergency Operations Group and activate the Emergency Operations Center, assuming the role of EOC Director. In the absence of the Assistant Vice President for Student and Campus Life, the Associate Vice President for Administrative and Facilities Services or the Chief of Police will automatically assume that role. In the absence of all three these individuals, the Vice President for Student and Campus Life will take charge.

Response to a Level 4 or 5 Emergency

When a Level 4 or 5 emergencies have been declared, the Associate Vice President for Administrative and Facilities Services or Chief of Police Services shall immediately assemble the Emergency Operations Group and activate the Emergency Operations Center, assuming the role of EOC Director. In the absence of the Associate Vice President, the Assistant VP for Campus and Student Life, and the Chief of Police Services, the Vice President for Finance and Administration will take charge.

Direction and Coordination of a Potential Emergency

When conditions permit and the impending emergency situation (example: anticipated major snow or ice storm, large campus gathering, etc) provides ample time, the appropriate EOC Director, will assemble the Emergency Operations Group to formulate an incident action plan for recommendation to the Policy Group, or if time is of the essence, to the most Senior Executive Officer available on campus.

Declaration of an Emergency Condition

The President or Provost (or their successors – see Executive Authority) shall declare a state of University emergency when, upon recommendation of the EOC Director, he/she deems it necessary to place into immediate effect emergency procedures and/or to close all or part of the University. The President or Provost or their designees shall declare an end to the state of emergency when appropriate.

Communications

Timely and accurate communication with the entire campus population and the local community during a level 3, 4 or 5 emergency is very important. Such communications may occur in several ways:

MIR3 Cat Alert System: The University has licensed a multi-modal alerting system (e-mail, text messaging, phone calls, paging, fax) to be used to notify the campus community of pending or current emergency situations, and to provide direction (i.e. evacuation or shelter-in-place).

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Emergency Operation's Information Line: A special Emergency Operation's Information Line with a recorded message has been established (802-656-0000) and can be used to help keep faculty, staff, students, parents, and the community at large updated regarding an emergency.

Voice Mail and E-Mail Broadcast Capabilities: As an alternative to the Cat Alert System, broadcast voice mail (using Nortel Meridian) or broadcast e-mail (using UVM E-mail System) may be sent to everyone on campus with hardwired phones and/or computer access.

Incoming Call Center: During a level 5 emergency, or when the nature of the emergency suggests there will be an influx of telephone inquiries concerning the well-being of faculty, staff, and students, a special incoming 800 number exists which will be distributed through the UVM Web site, national media and other appropriate means. Prior to such distribution, the *Development Call Center* (used primarily for outgoing fund raising calls) or other appropriate facility will be re-programmed by Telecommunications & Network Services technicians into an incoming call center and placed under the temporary management of the Emergency Operations Group.

In-Person Notification: Should both the phone and data network be unavailable, staff will be dispatched from the Emergency Operations Center to alert key leaders in each building, who will be expected to alert others in their building. At the direction of the Chief, UVM police officers can also make announcements through the speakers on their patrol cars.

Use of Local Media (TV, radio, newspapers, etc): When appropriate, a media briefing center will be established by Communications Services and the local media will be advised and regularly updated. Written emergency communications, both on and off-campus, will be coordinated by the Director of University Communications or his/her designee.

Plan Development and Maintenance

Responsibility for revisions to this plan rests primarily with the Associate Vice President for Administrative and Facilities Services, in consultation with the Emergency Operation's Group. Any content that changes significantly the authority of the Emergency Operation's Group must be approved by the Vice President for Finance and Administration. Any content that limits the authority of or options available to, the Policy Group must be approved by the President.

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Support Function Annexes (to be developed)

ESF #1 – Transportation

ESF #2 – Public Information & Communications

ESF #3 – Physical Plant

ESF #4 – Firefighting

ESF #5 – Emergency Management

ESF #6 – Housing & Food Services

ESF #7 – Resource Support

ESF #8 – Medical Services

ESF #9 - UVM Rescue

ESF #10 – Hazardous Materials

ESF #11 – Agriculture and Animal Care

ESF #12 – Utilities (including Central Heating Plant)

ESF #13 – Public Safety and Security

ESF # 14 – Long Term Recovery & Restoration

ESF #15 – External Affairs

ESF #16 - Meteorological

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Maintained by: [Administrative & Facilities Services](#)

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