EMERGENCY MANAGEMENT

THE UNIVERSITY OF VERMONT

EMERGENCY OPERATIONS PLAN

Contents

REVISED 2016-09-09
UVM Office of Emergency Management

INTRODUCTION AND OVERVIEW

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.

JURISDICTION

This Basic Plan, and its appendixes and annexes, shall apply to all property owned, leased or controlled by the University of Vermont, including events and programs occurring at off-site locations.

Although the University is treated as a "jurisdiction" for administrative and training purposes by the Vermont Department of Homeland Security and Emergency Management, it has no special statutory authority with regard to handling emergencies beyond those granted to a Police department, Rescue squad or property owner. To expedite collaboration, the UVM Associate Vice President for Administrative and Facilities Services has been named a Deputy Emergency Management Director for the City of Burlington, with responsibility for the UVM Campus.

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 Emergency Operation's Center or their Fire Department Chief Engineer (designated Emergency Manager). UVM may also be asked to provide a Liaison at the Burlington Emergency Operations Center for a community-wide event.

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 – EOG (various key operational leaders). The EOG (working generally out of the Emergency Operations Center) is under the direction of either the Associate Vice President for Administrative & Facilities Services or the Vice Provost for Student Affairs, depending on the nature of the emergency. Field operations are under the direction of an on-site Incident Commander (person in charge).

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,

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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 Vice President for University Relations and Administration (from Delegation of Authority Policy).

SITUATIONS AND ASSUMPTIONS

Emergency and Incident Response

The University has developed various levels of emergency to assist with conveying the complexity or severity of the disaster. These incident types are aligned with the National Incident Management System with Type 1 being most complex or severe and Type 5 being the lease complex or severe.

TYPE 1 - 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.)

TYPE 2 - A major emergency that impacts a sizable portion of the campus and/or outside community. Type 2 emergencies may be single or multi-hazard situations, and often require considerable and timely coordination both within and outside the University. Type 2 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: active shooter, bomb threat, heating plant failure, extended power outage, severe storms, major fire, domestic water contamination or a major contagious disease pandemic).

TYPE 3 - Type 3 situations may emerge as a single incident, but have the potential to quickly evolve into a multi-faceted campus crisis. Examples of a type 3 incident would be a large fire contained to a single building or complex. The incident would stretch campus resources but it's impact across the campus will be limited.   Emergency Management Coordinator may respond to scene to assist. Partial activation of EOC or EOG may occur.

TYPE 4 - A department or building incident that can be resolved with existing University resources or limited outside help. A Type 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, broken pipe with some flooding, or a minor fire confined to a room and not involving hazardous chemicals.). Emergency Management Coordinator may respond to scene to assist.

TYPE 5 - A minor department or building incident that can be resolved by the responding service unit (Custodial Services, Physical Plant, Police Services, Risk Management, Telecommunications, etc). This may result in calling in personnel and notifying the department where the problem occurred (Example: Physical Plant responds to a report of no heat in a building). Emergency Management Coordinator may respond to scene to assist.

Incidents at UVM may also be distinguished by the type of incident and specifically who from the Emergency Operations Group will manage the incident:

Student related incidents: Serial sexual assaults, successful suicide, death on campus, multiple injuries, large scale dissent/disruption including riots, hate crimes, medical or biological emergencies, etc... Student related incidents will be managed by the Vice Provost for Student Affairs or their designee.

Infrastructure and Operations related incidents: Building damage or destruction, weather or natural disasters, transportation disasters, hazardous materials, etc... Infrastructure related incidents will be managed by the Associate Vice President of Administration and Facilities Services or their designee.

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. *<www.dhs.gov/xabout/laws/gc_1214592333605.shtm>*

CRISIS PHASE

The crisis phase is characterized by confusion, panic, and gridlock. The goal of the first arriving University official in the crisis phase is to:

- Limit the acceleration and growth of the incident

- Ensure the safety of first responders and the community.

- Stabilize the scene.

- The first arriving University employee with ICS training 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. Emergency Management Coordinator will likely respond to the scene to assist or relieve command until a higher authority arrives.

- Priority tasks include:

    o Establish communications and control

    o Identify any "danger zone"

    o Establish an inner perimeter to secure the "danger zone"

    o Establish an outer perimeter to control access to the entire scene

    o Establish a command post

    o Establish a staging area

- o Request needed 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*. Early in an event, UVM Office of Emergency Management will send the Emergency Management Coordinator to the scene to liaise with the Incident Commander and provide situational awareness to the EOC Manager. 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

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 effectively manage. Type 1, 2, and 3 emergencies are most likely to require this phase. This phase will necessitate the activation of Primary or Secondary Emergency Operations Center and activation of both the Emergency Operations 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
- Vice President for University Relations and Administration
- Vice President for Legal Affairs and General Counsel
- Vice President for Executive Operations (liaison with EOG)
- 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 emergency protective measures or recovery efforts
- Approve press releases and external communications
- Execute contracts for restoration services (per policy)
- Advise Board of Trustees of incident and provide periodic updates
- Liaison with Governor, Congressional delegation, Alumni, and other stakeholders
- Approve returning to normal operations at conclusion of emergency

EMERGENCY OPERATIONS GROUP (EOG):

- Vice Provost for Student Affairs (EOC Manager student related incidents)
- Associate VP - Admin and Facilities Services - (EOC Manager for infrastructure and operations related incidents)
- Chief/Director of Police (Back-up EOC Manager and Operations Section Member)
- Emergency Management Coordinator (Emergency Planning and Institutional Continuity Coordinator)
- Director of University Communications (EOC Public Information Officer)
- Director of Student Life (EOC Planning Section Chief)
- Director of University of Events Services (EOC Logistics Section Chief)
- Director of Physical Plant (Operations Section Member)
- Director of Risk Management (EOC Safety and Finance Officer)
- Director of Residential Life (EOC Logistics or Operations Section Member)
- Director of Health and Well Being (EOC Task Force Chief)
- Associate Chief Information Officer (EOC Planning Section Member)
- Assistant Dean of Students (EOC Crisis Response Team Chief)
- AFS Administrative Professional - Senior (EOC Scribe)

Role:

- Gather, confirm and evaluate information from on-scene Incident Command (serving as thinkers, planners, and doers)
- Identify resource needs and shortfalls
- Re-assign/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 and State EOC

EMERGENCY OPERATIONS CENTER (EOC)

7

In cases of general widespread emergencies (Type 1,2, or 3), an EOC Manager will activate the 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.

EOC Activation Levels	Description
Monitoring	This is a continuous state and is the responsibility of the UVM Emergency Management Coordinator. Situation awareness is key to being prepared and as such we are monitoring DisasterLAN, NWS Chat, Social Media and media outlets, and other sources available. Information is shared with EOG members, UVM administration, and executive staff. Initial on scene support by EMC
Partial Activation (Additional Support Staff, and some Emergency Support Functions)	Partial activation of UVM emergency management personnel occurs whenever an event is likely to expand beyond normal response capacity or is highly complex requiring additional support. This may be for events on campus, when an incident requires special teams or an expanded response such as HAZMAT or Search and Rescue, or to provide support to the on scene coordinator.
Full Activation (Additional Support Staff, All Emergency Support Functions and Federal representation)	UVM will fully activate the EOC and EOG whenever the University is impacted by a significant natural or human caused disaster. The full activation can also be directed by UVM Administration and Executive staff or at the request of the EOC Manager or Incident Commander.
	Full activation is also necessary for incidents requiring:
	▪ multiple operational periods
	▪ Incidents require a large number of mutual aid responders

8

	▪ When a major disaster on campus is imminent, occurring, or just occurred

Depending upon the nature of the incident, the EOC Manager may initiate a <u>partial</u> <u>activation</u> of the Emergency Operations Center which will involve contacting all EOG Core Members by e-mail or via the CATAlert System to advise them of the incident, but requesting response by those whose expertise, or ICS function is immediately needed to support the incident. Examples might include a student suicide at 11 pm or a pipe break in an academic building during spring break.

Depending on the nature of the incident and the availability of core members, the EOC Manager will designate individuals to serve in the following roles:
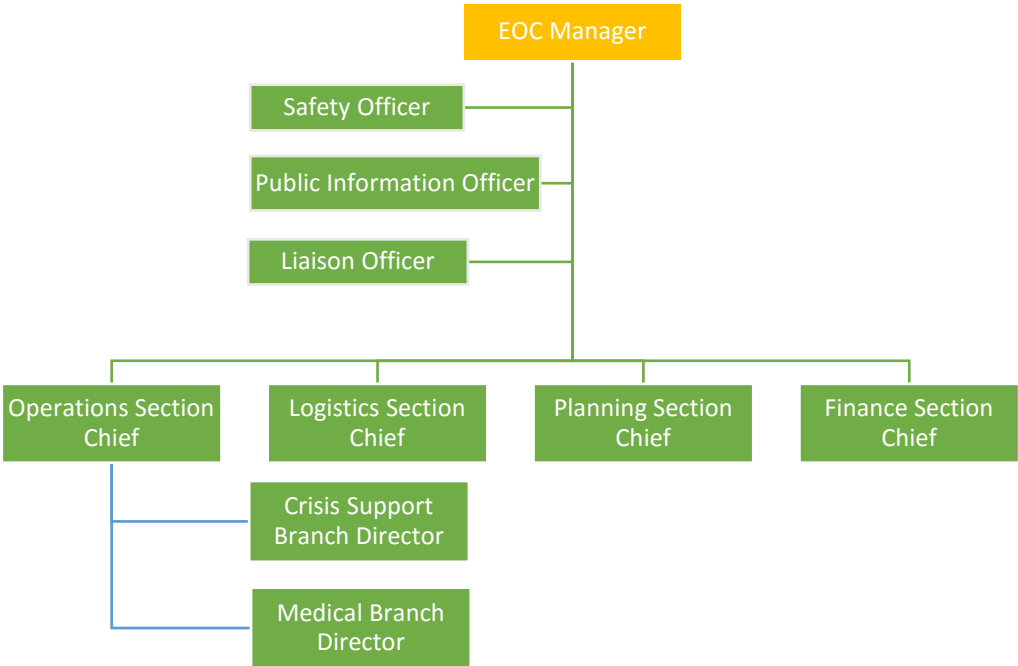
- EOC Manager/Deputy Manager
- Public Information Officer
- Safety Officer
- Liaison Officer (coordinate agency representatives)
- Operations Chief
- Logistics Chief
- Finance Chief
- Planning Chief
- Medical Branch Director
- Crisis Support Branch Director
- Log/scribe

9

Deans, Directors or content experts from impacted units may be asked to join the Emergency Operations Center by the EOC Manager 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. Additionally, an on-scene Incident Commander (Fire, Police or other) may request agency representatives from the University Emergency Support Functions (Key Roles).

Various University offices are <u>expected</u> to assume roles at the request of the Emergency Operations Center 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. For standard roles, see the *Emergency Support Functions Annex*.

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 appropriate fire and/or emergency medical service units.
2. Notify the Chief of Police Services or designee, who will determine whether or not to initiate a CATAlert notification of the entire EOG or selectively notify individuals. For more complex emergencies Emergency Management Coordinator may respond to the scene and assist with this task.
3. Notifications based on the incident will be made using CATAlert, the Associate Vice President for Administrative and Facilities Services, the Vice Provost for Student Affairs (or the Chief of Police Services in their absence), acting as the EOC Manager, will determine the need for activation of the Emergency Operations Center. Emergency Management Coordinator will provide guidance on scene and can activate EOG or EOC.
4. CatAlert activation may be initiated by Police Services, the EOC Manager, or the Emergency Management Coordinator

Response to a Type 1 or 2 Emergency

When Type 1 or 2 incidents have been declared, the Associate Vice President for Administrative and Facilities Services, or Chief of Police Services, shall immediately activate the Emergency Operations Center, assuming the role of EOG Manager. In the absence of the Associate Vice President for

Administrative and Facilities Services, the Vice Provost for Student Life, the Chief of Police Services or the Director of Student Life (Planning Section Chief) will take charge.

Response to a Type 3 Situation

Type 3 incidents will stretch the limits of UVM and area resources (Examples: Serial sexual assaults, riots, major crimes, pandemic, extreme building damage, serious operations interruptions, major fires). A type 3 incident will require mutual aid from multiple agencies and are complex events requiring greater support. The Emergency Operations Group will at least be partially activated and the EOC will be opened. The Emergency Management Coordinator will be on scene.

Response to Type 4 or 5 Incidents

Type 5 incidents are reported through normal channels such as UVM Police Dispatch or Service Operations. Incidents (Automatic Fire Alarms, minor criminal activity, building issues, telecommunication issues) are handled based upon established departmental practices. A type 4 incident will be handled in a similar way, but may necessitate several departments or agencies being involved in order to re-establish normal operations. Type 4 incidents are still largely handled with resources local to the Burlington area.

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 EOG Manager, will assemble the Emergency Operations Center to arrange for emergency protective measures, to formulate an incident action plan for recommendation to the Policy Group (through the Vice President for Executive Operations), 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 EOG Manager, 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 Type 1,2, or 3 emergency is very important. Such communications may occur in several ways:

Cat Alert System: The University has licensed a multi-modal alerting system (automated e-mail, with opt-out text messaging, phone calls, paging, social media) 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).

Emergency Operations Information Line: A special Emergency Operations 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 type 1 or 2 emergencies, 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 announced through the UVM Web site, national media and other appropriate means, and a multi-seat call center opened.

In-Person Notification: Should both the phone and data network be unavailable, staff will be dispatched by 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 Social Media (Facebook, Twitter): Through the CatAlert System, or direct entry by the PIO, UVM's social media sites can be populated with information concerning a campus emergency.

Use of Websites: The UVM website will display a banner across the top of all pages with emergency information. The UVM Emergency Management home page will provide emergency information and updates.

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

Radio Communications: UVM has a robust radio communications system utilizing multiple commercial and public safety repeaters. During a large incident the EOC would assign radio channels to specific roles and responsibilities. The EOC would also utilize the Mansfield Repeater to communicate with the State Emergency Operations Center and with area higher education institutions. UVM Emergency Management has access to emergency operations channels used by area public safety agencies and interoperability channels used nationally.

CRISIS SUPPORT CENTER

Upon the request of the EOG Manager, the Assistant Dean of Students (or designee) will open a Crisis Support Center staffed by professional staff from Student Affairs, and Human Resources for the purpose of coordinating services for the victims of an emergency. Such services may include: securing and managing staging areas for families of the victims; establishing a Call-In Center, coordinating mental health services for victims; families, first responders and employees; securing non-English speaking support and working with the Logistics Chief to arrange accommodations for families. Since the Crisis Support Center role supports several sections, it will function as it owns section and report to the EOG Manager.

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 Operations Group. The plan shall be updated as part of the All Hazard Threat Analysis process or when new standards or procedures are implemented by the EOG or University. If specific threats or hazards warrant a more in depth response plan, Annexes shall be created to directly address said threats or hazards. Any content that changes significantly the authority of the Emergency Operations Group must be approved by the Vice President for Executive Operations. Any content that limits the authority of, or options available to the Policy Group, must be approved by the President.

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