



Oregon State
University

**CORVALLIS CAMPUS
EMERGENCY
OPERATION PLAN**

June 2022

Promulgation, Implementation, and Approval

Oregon State University (OSU) is committed to the continued delivery of world-class programs and graduates. The OSU Corvallis Campus Emergency Operation Plan (EOP) identifies procedures and responsibilities to maintain a viable all-hazards response capability and to establish a comprehensive approach to emergency management across a spectrum of activities and university operations.

This plan applies to all university personnel participating in mitigation, preparedness, response, and recovery efforts. Furthermore, the EOP may be applied to university-sponsored events, whether on or off campus, and to all university-sponsored activities.

OSU expects individuals, colleges, departments, and other units to develop their own plans to organize before, during, and after an emergency. Furthermore, departments tasked with supporting EOP roles should develop and maintain their own procedures/guidelines for preparation, response, and mitigations and actively participate in the training, exercise, and maintenance needed to support this plan.

The university follows the National Incident Management System (NIMS) principles to guide emergency planning response. As part of NIMS, the Incident Command System (ICS) is OSU's basis for managing university-level responses and to provide a chain of command that establishes authority for response management and support.

Through the vice president for finance and administration, this EOP is approved and adopted by senior administration and the base plan is made available to all OSU partners, internal and external to the university. Appendices and annexes are provided upon request and on an as-needed basis.

This EOP supersedes and rescinds all previous editions. The EOP and its supporting contents are hereby approved, and the plan is effective immediately upon the signature of the authority listed below.

DocuSigned by:


6/16/2022 | 07:26:00 PDT

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Michael Green
Vice President for Finance and Administration

Date

Record of Revisions

Date	Changes
1/2017	OSU EOP completely revised, to include incorporation of ESF functions
9/2017	EOP formatting change
4/2018	EOP signed
6/2022	EOP updated with minor changes and signed

Record of Distribution

Recipient	Version
OSU Emergency Preparedness Web Page - Plans	Electronic
OSU Emergency Operation Center	Paper + Electronic
OSU Mobile Emergency Operation Center	Paper
OSU EOC One Drive	Electronic

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INTRODUCTION

The Emergency Operation Plan (EOP, or “the plan”) outlines Oregon State University’s (referred to throughout as “OSU” or “the university”) approach for managing major incidents that may threaten the health and safety of the university community or disrupt its programs and operations.

OSU could be exposed to several natural, manmade, and human caused hazards that can affect the people, property, and programs located on the Corvallis campus. This EOP, Incident Command System (ICS), and Incident Management Team (IMT) concepts are used to guide response and recovery efforts to incidents that could occur on the Corvallis campus.

This plan implements the National Incident Management System (NIMS) and its ICS concepts as established by the Federal Emergency Management Agency (FEMA). The use of these concepts fosters effective coordination with jurisdictions (City of Corvallis, Benton County, and State of Oregon) supporting response on campus.

SECTION I: BASE PLAN

A. Purpose

The EOP outlines the management structure, responsibilities, procedures, and guiding policies to assist OSU when responding to incidents occurring to OSU or the campus community.

The EOP directs response efforts when university departments and units’ Standard Operating Procedures (SOPs) are insufficient to manage an emergency.

Department-specific plans and SOPs and this EOP are meant to complement each other, with department plans providing more depth and specific detail regarding operations-level responses.

B. Scope

This EOP is a Corvallis campus level plan that guides response efforts of personnel and resources during an emergency.

This plan only applies to the Corvallis campus property owned or leased operated by OSU and to the faculty, staff, students, and visitors under supervision of OSU personnel that are on campus property. Other OSU locations have separate response plans applicable to their operational area of responsibility.

This plan uses an “all hazard” approach to address the range of hazards that could affect the OSU campus (people, property, research, resources) and thus applies to a broad range of emergency incidents. The EOP may be activated during:

- Hostile person/Active Shooter incidents
- Extended power outages
- Hazardous material releases
- Infectious disease incidents
- Earthquakes
- Floods
- Fires or explosions
- Mass casualty incidents

Nothing in this plan should be considered as restricting the use of good judgment and common sense in responding to emergencies.

Nothing in this plan is intended, or should be construed, as creating a duty on the part of OSU toward any individual.

C. Situation Overview

OSU’s operations encompass employees of varying numbers engaged in a wide range of activities at numerous locations, as they support or engage in the mission of OSU. The university has a personnel presence in all 36 Oregon counties; at multiple campuses/centers and has landholdings throughout Oregon. Therefore, OSU has broad exposure to many hazards that can cause widespread damage or disruption of operations.

Adding to the complexity of emergency planning and response, OSU-related activities draw large numbers of the general community population onto campus for specific events or short periods of time (including athletic events, conferences, college and department events, workshops, summer youth activities, etc.).

OSU actively coordinates with local municipal emergency planning efforts, and has implemented the emergency management cycle of preparedness, protection, mitigation, response, and recovery in its emergency management efforts. These five principles are applied daily in planning and work implementation.

1. Preparedness

Preparedness activities are conducted to develop the response capabilities needed for an emergency. OSU develops supplemental plans and procedures to assist in the overall implementation and maintenance of this EOP. Among the preparedness activities included in the emergency management program are:

- Providing emergency equipment and facilities

- Emergency planning, including maintaining this plan, its appendices, and appropriate SOPs
- Campus/Center/College/Department level emergency planning
- Conducting or arranging training for faculty and staff, emergency responders, emergency management personnel, other local officials, and volunteer groups who assist the campus during emergencies
- Conducting periodic drills and exercises to test emergency plans and training

2. Protection

OSU takes actions to protect against acts of violence and disasters (natural or manmade). The university focuses on actions that protect people from the threat or hazard.

- Security assessments
- Physical security patrols
- Security staffing
- Secure access sheltering locations

3. Mitigation

OSU conducts mitigation activities as part of its Capital Projects program, daily facility operations, and as part of the emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency, or lessen the consequences of unavoidable hazards. Mitigation is usually a pre-disaster activity but may also occur in the aftermath of an emergency with the intent of avoiding repetition of the situation or lessening the impact.

4. Response

OSU endeavors to respond to emergency situations effectively and efficiently. The focus of most of this plan and its appendices is on planning for the response to emergencies. Response operations are intended to resolve a situation while minimizing casualties and property damage.

5. Recovery

When a disaster occurs, OSU conducts a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the university community. Long-term recovery focuses on restoring the university to its normal state. The federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance and guidance. OSU implements more focused efforts that parallel the federal government's process.

The federal recovery process could include assistance to individuals, businesses, and government and other public institutions. Examples of recovery programs include temporary housing, restoration of university services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and facilities.

D. Threats and Hazards

1. Hazard Analysis

For hazards facing OSU property locations, consultation with the respective county's Emergency Management Office is conducted in advance, when possible. County plans could include: a Natural Hazard Mitigation Plan, a Hazard Mitigation Plan, and/or a Hazard Analysis worksheet.

For hazards facing OSU persons, consultation with OSU Department of Public Safety, OSU and community threat assessment teams, and local jurisdiction law enforcement may be conducted, as appropriate. As threats are identified, plans and mitigation actions are identified and implemented.

A summary hazard analysis for the Corvallis Campus reflects the top five hazards as:

- Earthquake/Tsunami
- Electrical Failure
- Radiation Exposure
- Loss of water
- Active Threat

The summary of the OSU Corvallis campus hazard analysis is in Appendix B.

2. Capability and Mitigation

OSU works frequently with its local city and county jurisdictions to assess the response capabilities to the most likely hazards (property and persons), and collaboratively develops response plans accordingly.

- University campuses and properties are dependent upon local agencies for fire and rescue, EMS, bomb squad, hazardous material response, and medical care. The OSU Corvallis Campus has a sworn police unit to provide on-campus law enforcement and to assist with incident/event management, while other campuses and properties are dependent upon local law enforcement support.

- Response and support resources coordinated through OSU's Threat Assessment Team, Student Care Team, Student Conduct and Community Standards, and Employee and Labor Relations, as applicable.
- OSU maintains contracts and vendor lists to provide supplemental response capabilities in the event of incidents.

The university continually looks for opportunities to mitigate hazards through current and future infrastructure construction, conducting integrated team planning, conducting on-site drills/exercises, and participating in local agency and community planning/exercises.

E. Assumptions

The OSU EOP is based on several planning assumptions and considerations:

- Incidents are managed at the lowest level of response needed.
- All departments and resources (staff, space, equipment) of OSU may be utilized during emergency operations if local resources are insufficient for response.
- The IMT and EOC may be activated to coordinate response actions and resources, if needed.
- External resources may be requested to assist the university if the nature of the incident overwhelms local capability.
- Local non-OSU emergency response resources may not be available in emergency situations affecting the university.
- Many incidents may occur with little, or no warning and the university may not be able to disseminate any warnings before or after the incident.
- Safety of the university community is OSU's top concern and university officials and employees strive to foster safety in the implementation of this EOP.
- Hazardous conditions may follow any major disaster thereby increasing the risk of injuries and death.
- Local medical treatment facilities will be able to receive patients.
- All university units impacted by the emergency will coordinate their emergency response with this EOP.
- For worst-case situations (e.g.: earthquake) facing OSU property/operations, the following assumptions are made:
 - Critical lifelines will be interrupted (water, power, natural gas, steam, communications, information systems, etc.)
 - Local and regional services will be delayed in response or not available for days
 - Buildings and homes will be damaged
 - A toxic environment may be present
 - Normal suppliers may not be able to deliver materials and services
 - Students and personnel on campus may be injured or displaced from their normal work, academic, and/or locations

- Contact with family members and those outside of the Corvallis campus may be interrupted
- People may be stranded at the university, unable to leave or reach their home locations
- OSU will need to conduct its own damage assessment
- OSU will need to coordinate and deploy on-site resources to conduct response and rescue operations
- Communication and information exchange will be a priority for the campus Emergency Operation Center (EOC)

F. Concept of Operations

OSU's emergency response and EOP are designed to be flexible in response to all emergency incidents, whether on a day-to-day or catastrophic scale. Emergency functions of various colleges/departments/units will parallel normal day-to-day functions or operations when possible. To the maximum extent possible, the same personnel and material resources will be employed in both cases.

Day-to-day functions that do not contribute directly to the emergency response may be suspended for the duration of any emergency at the university's discretion. The efforts that would normally be required for those functions may be redirected to the accomplishment of emergency tasks by the department, division, or unit concerned.

OSU's EOP is based on the "all hazards" approach, which identifies common response roles/functions to be implemented no matter the size, scope, complexity, or type of incident that occurs. The common response roles/functions are detailed as Emergency Support Functions (ESFs), located in Appendix C. Other response plans are listed as Annexes to this EOP. In some instances, throughout this document, references are made to existing plans. OSU determines the necessary resources and appropriate level of response to an incident by applying the Incident Command System, detailed in Appendix D.

G. Response Plan Priorities

In an emergency, the university has identified these goals and priorities to guide responses. The Incident Commander (defined in section K below) is responsible for determining specific goals and priorities based upon the type of incident and its characteristics.

- Save and protect lives
 - Responders
 - Childcare Centers
 - Students
 - Faculty/Staff/Visitors
 - Recovery workers
- Secure and preserve the university's assets

- Animals
- Research
- Infrastructure
- Prevent damage to the environment, systems, and property
 - Provide essential services
 - Temporarily assign university staff to perform emergency work
 - Invoke emergency authorization to procure and allocate resources
 - Activate and staff the physical or virtual EOC.
- Preserve and resume teaching and research programs

H. Plan Activation

Emergency or incident response begins when notification is received of an emergency. The OSU Department of Public Safety should be the centralized contact point when an emergency or immediate threat to the OSU Corvallis campus is imminent. If a call for assistance is received by the 9-1-1 Corvallis Regional Communication Center (CRCC), they will dispatch the appropriate City resource and notify the OSU Department of Public Safety of the incident. If another OSU office or help desk receives an emergency call (Facilities Services work order desk, Student Life, Information Services help desk, etc.), they should forward the call or information to Public Safety for response.

The OSU Dispatcher will notify the affected area appropriate Point of Contact (POC), based on internal SOPs or guidance documents and the AVP of Public Safety or OSU Emergency Manager. Either will notify the Situation Assessment Team (SAT) to respond in person and/or to evaluate the information and decide if the OSU Incident Management Team (IMT) and/or Emergency Operation Center (EOC) is required to be activated and which personnel need to be notified.

Depending upon the impact/extent of the emergency, a portion or all the IMT can be activated. Activation can be virtual or at the EOC. An Incident Command Post (ICP) may be established at or nearby the incident scene by responding units. The ICP coordinates/communicates with deployed field personnel and then communicates with the OSU EOC, which fosters overall coordination within the university.

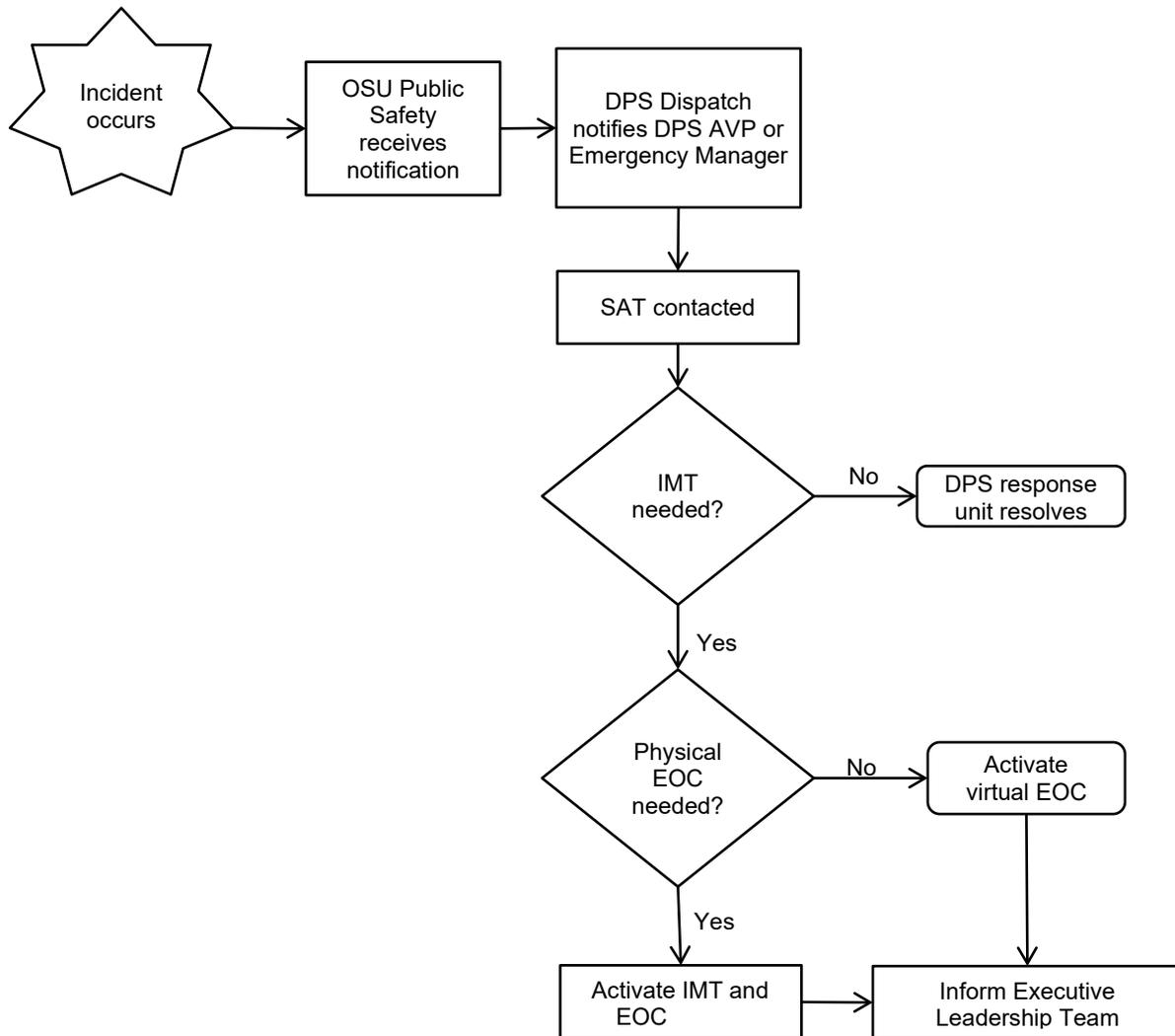


Figure 1 – Incident Response

I. Outside Request for Assistance

Requests to OSU for emergency support may be received from any number of entities.

- If the EOC is not activated, then requests will be routed to the OSU Emergency Manager or associate vice president for public safety/chief of police, who will obtain appropriate approval from senior associate vice president for administration (SAVPA) and/or the vice president for finance and administration (VPFA).
- If the EOC is activated, requests for support will be sent to it for processing and coordination. Depending upon the incident, the request may be forwarded by the EOC to the field Incident Command Post or college/department operation center for processing.

- Requests for commitment of resources for the general community, such as food services, transportation, security, etc., may be granted only if excess capacity is available from OSU.

J. Emergency Plan Authorization and Plan Succession

The vice president for finance and administration (VPFA) is the responsible authority for emergency preparedness and response of the Corvallis Campus. For day-to-day implementation, these responsibilities are delegated to the senior associate vice president for administration (SAVPA), who is also designated as the IMT Agency Administrator (AA), and OSU's Emergency Management Manager. If the SAVPA is not available during an incident, the order of succession is:

1. AVP for Public Safety/OSU Chief of Police
2. AVP Capital Planning and Facility Operations
3. Vice President of Finance and Administration

K. Response Organization

1. Leadership and Strategic Direction (the ICS equivalent definition is Policy Group)

OSU's Policy Group is the OSU President's Cabinet. The Policy Group provides policy guidance, overall mission, strategic direction, and authority to the EOC, through the Agency Administrator.

The Immediate Response Group (IRG) is a sub-unit of the Policy Group; it is empowered to make decisions for OSU during incidents that do not require the full involvement of the Policy Group.

The IRG:

- Works to provide aligned and coordinated response in the midst of crises or in cases in which crises are of immediate threat of occurring without prompt action
- Presents recommendations to the president regarding crisis response
- Is composed of those individuals with responsibilities that span university domains: the provost and executive vice president, the vice president for finance and administration, the vice president for university relations and marketing, and the general counsel, with the chief assistant to the president providing coordination
- Is the minimum group of individuals that absolutely must be made aware of a crisis to support an aligned response, with other domain leaders engaged depending on the nature of the crisis.

During an incident, the IRG will collaborate with the President's Cabinet and unit leaders to provide guidance and direction through the Agency Administrator (AA) to the EOC Manager or Incident Commander.

The Policy Group and IRG shall:

- Focus on the impact to the institution
- Provide direction in applying or suspending policies
- Oversee and support the Incident Management Team
- Inform stakeholders and unit leaders through notifications and updates

2. Vice President for Finance and Administration (VPFA)

OSU's vice president for finance and administration is responsible for the overall emergency management program and emergency operations for the university. The VPFA delegates to the senior associate vice president for administration (SAVPA) the role of Agency Administrator to the EOC/Incident Management Team.

3. Agency Administrator (AA) – SAVPA

OSU's senior associate vice president for administration is designated as the Agency Administrator to make decisions, provide direction, and interact directly with the Incident Commander on behalf of the vice president for finance and administration and OSU's IRG. The AA is the link between the Incident Commander/IMT and OSU's IRG/Policy group.

4. Situation Assessment Team (SAT)

A small team of key leaders that evaluate an emerging incident to identify the scope of response needed. The team is authorized to activate the IMT and/or EOC.

Team consists of:

- AVP for Public Safety/Chief of Police
- Director of Facilities Services
- Emergency Management Manager

5. Incident Management Team (IMT)

The Incident Management Team is comprised of employees responsible for operational management during an emergency. Team members are trained in emergency preparedness and response using the Incident Command System (ICS). This team:

- Supports the Incident Commander
- Establishes the Incident Command structure as appropriate for the incident

- Gathers, confirms, and evaluates incident information
- Develops strategies using an action plan
- Identifies and allocates resources
- Assumes roles and titles defined by the NIMS and ICS

6. University Colleges and Departments

University colleges, departments, and other units support emergency response operations through performance of their normal roles and responsibilities when possible. When called upon, university colleges/departments/units will activate unit-identified emergency personnel and implement appropriate response actions as identified in the plan, or as directed by the Incident Commander, the EOC, or the SAVPA.

7. Emergency Support Functions

Emergency Support Functions (ESFs) organize response planning, resources, and response capability for the EOC or field Incident Command Post for use during response operations. ESFs are assigned to specific OSU units to assist with integrated planning of response capabilities. These functions, listed below, parallel State and Federal ESFs. At OSU, ESFs are combined across different units to create a comprehensive capability to achieve maximum support to the incident response. See Appendix C for more details.

- ESF #1 – Transportation
- ESF #2 – Communications Infrastructure
- ESF #3 – Facilities
- ESF #4 – Firefighting
- ESF #5 – Information & Planning
- ESF #6 – Mass Care
- ESF #7 – Resource Support
- ESF #8 – Health and Medical
- ESF #9 – Search and Rescue
- ESF #10 – Hazardous Materials
- ESF #11 – Food and Water
- ESF #12 – Energy
- ESF #13 – Military Support
- ESF #14 – Public Information
- ESF #15 – Volunteers & Donations
- ESF #16 – Law Enforcement
- ESF #17 – Agriculture & Animal Protection
- ESF #18 – Student and Academic Operations

8. Emergency Management Steering Committee

Members of the University Emergency Management Steering Committee (“Steering Committee”) review all plan documents and meet regularly to provide general oversight for emergency response-related policies and procedures. The Steering Committee is comprised of, at a minimum, members of the Incident Management Team.

9. Emergency Operations Center (EOC)

- The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.
 - The primary designated EOC location is Cascade Hall, Room 264. This room is stocked with equipment and consumables as well as having A/V infrastructure to facilitate its use as an EOC.
 - If this location is affected by the incident, the secondary EOC location is any suitable space with A/V infrastructure and large enough to hold IMT members. Portable IMT kits are used to provide materials needed to conduct EOC operations.
 - The tertiary EOC is the Mobile Emergency Operation Center (MEOC) trailer
- The IMT typically operates from the EOC

10. EOC Manager

- Upon activation of the EOC, the EOC Manager is responsible for coordinating and collaborating with local off-campus agencies/EOCs and directing all OSU EOC activities
- The EOC manager may also request university personnel in support roles
- If the EOC is activated for a campus wide incident, the EOC Manager could also be the Incident Commander

11. Incident Command Post (ICP)

- The physical location at which the primary tactical-level, on-scene incident command functions are performed.
- Typically, the ICP is located at or in the immediate vicinity of the incident site and is the focus for the conduct of direct, on-scene control of tactical operations by OSU and area first responders.
- Utilized for all ICS functions when the EOC is not activated. When the EOC is not activated, requests for additional resources and coordination with other jurisdictions/agencies will be managed at the ICP, coordinating with the OSU IC, in a unified command structure.
- In the event of EOC activation, resource requests will be made in accordance with the EOC’s guidelines.

Incident Commander (IC)

- Responsible for leading the response to the incident
- Located on-scene, in the Incident Command Post
- Sets the incident objectives, strategies, and priorities for incident response
- Assumes unassigned ICS position duties

12. Incident Command System (ICS)

The Incident Command System (detailed in Appendix D) is how the university plans to organize to manage incidents:

- ICS is implemented for small to mid-level incidents
- The Incident Management Team fills specific ICS positions
- The Incident Management Team can add positions as needed to fill the ICS structure
- Only those portions of the Incident Command System needed for the size of the event will be implemented.

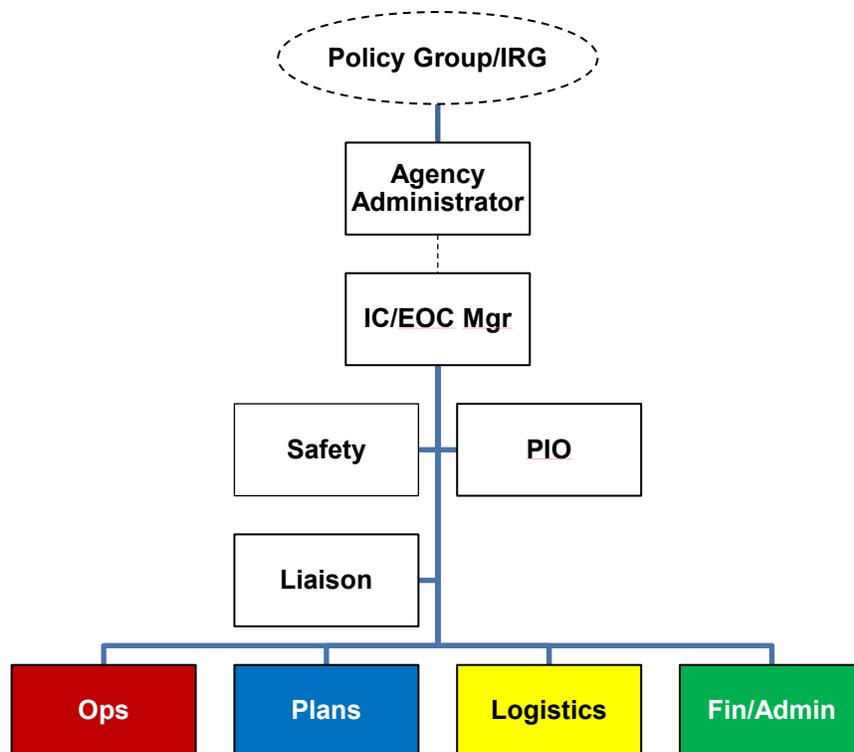


Figure 2: Incident Command System Structure

L. University Position Roles and Expected Actions

1. Vice president for finance and administration
 - Serves as the university's Emergency Management Director, responsible for directing all emergency measures within the university.
 - Delegates (via this document) the role of Agency Administrator to the SAVPA
 - Communicates with other members of the IRG and Policy Group/President's Council if necessary.
2. Senior associate vice president for administration (SAVPA)
 - Fulfills the role of Agency Administrator
 - The authority that works on behalf of the IRG and VP of F&A to make emergency response decisions.
 - OSU's Senior Associate Vice President for Administration fulfills this role on behalf of the IRG and OSU President.
3. Vice president for university relations and marketing (URM)
 - Identifies Public Information Officer (PIO) for the Incident Command System
 - Provides support and resources to the Incident Commander as requested
 - Assists with EOC readiness, if activated
 - Staffs positions in the EOC, as needed
4. AVP for public safety / Chief of police
 - Member of the SAT team
 - Serves as an Operations Section Chief for security incidents
 - Provides support and resources to the Incident Commander as requested
 - Assists with EOC readiness, if activated
 - Staffs positions in the EOC as needed
 - Develops and maintains working relationships with local area First Responders (Fire, Law Enforcement and EMS)
5. Director of facilities services
 - Member of the SAT team
 - Serves as an Operations Section Chief for facility related incidents
 - Provide support and resources to the Incident Commander as requested

- Assists with EOC readiness, if activated
 - Staffs positions in the EOC, as needed
 - Develops and maintains working relationships with local area Public Works Departments and Utilities provider
6. Executive director of University Housing and Dining Services (UHDS)
- Serves as an Operations Section Chief for UHDS properties and incidents
 - Provides support and resources to the Incident Commander as requested
 - Assists with EOC readiness, if activated
 - Staffs positions in the EOC as needed
7. College deans, department heads and unit leaders
- Support emergency response operations through performance of their normal roles and responsibilities. When called upon, university colleges/departments will activate unit emergency personnel and implement appropriate response actions as identified in the plan, or as directed by the Incident Commander, the EOC, or the SAVPA.
 - Retain administrative control over their employees and equipment during emergency operations. However, personnel and equipment may be deployed to support the mission assignments directed by the Incident Commander, or the EOC.
 - Upon activation of the EOC, Department Heads and work group managers assigned to the EOC will direct the efforts of their departments or units from within EOC (unless advised otherwise), acting in accordance with their respective Guidelines for Emergency Operations or Standard Operating Procedures (if applicable).
8. All Supervisors
- Implements College/Department/Unit Emergency Operation Plan (EOP), as applicable
 - Staffs positions in the EOC as needed
9. Emergency Management Manager
- Develops OSU Emergency Management Program
 - Conducts emergency management program activities daily
 - Develops and maintains EOC and IMT capability
 - Staffs any position in the Emergency Operations Center as needed
 - Initiates IMT and EOC mobilization as needed
 - Designated as the principal coordinator for the implementation of NIMS

M. Communication

1. Notification and Warning

Timely warnings of emergency conditions are important to support the safety of the university community and are integral to an effective response and recovery. Detailed information on Notification and Warning may be found in the *OSU Crisis Communication Plan*.

2. Emergency Communications

Reliable and interoperable communications systems are essential to obtain the most complete information on emergency situations, and to direct and control the resources responding to those incidents. OSU maintains a mix of capabilities to communicate with its responders: email, telephone, texting, social media, call center, and radios.

3. Emergency Public Information

University Relations and Marketing has primary responsibility for communications efforts during an emergency. Detailed information on emergency public information may be found in the *OSU Crisis Communication Plan*.

4. Call Center Communications

- During an incident, the university expects to receive a high volume of calls from concerned people seeking information as to the welfare of students, staff, and faculty. The surge in volume of calls to the university's main numbers may quickly exceed the system's capabilities.
- The Incident Commander, EOC Manager, or Agency Administrator will consider when to create and staff a call center to manage the anticipated volume of non-emergency calls related to the incident.
- Call centers may also be a resource in helping to provide accurate information to interested individuals.
- Call centers should only release information that has been approved by the Incident Commander and the Vice President for University Relations and Marketing.

N. Administration, Finance, and Logistics

1. Business Affairs

Obtain/create an incident number (project number/activity code/etc.) for the incident response effort and will disseminate the project number for use by all departments participating. This project number will be utilized in conjunction with

the applicable accounting code to document all response and recovery costs associated with any disaster or emergency that requires a substantial response effort. Business Affairs will coordinate the preparation and/or submission of support documentation, such as, reimbursement costs, etc.

2. Funding and Tracking of Resources and Expenditures

Emergency operations may require significant resources. Tracking those resources is vital for several reasons:

- Knowing what resources are on hand and available
- Anticipating what will be needed
- Tracking resources and returning resources at the conclusion of the operation
- Tracking costs as necessary for reimbursements

Entities (responders, Units, departments, etc.) will follow established (either pre-established or established during the incident) daily tracking mechanisms or use the project number that is assigned for the incident.

Beside actual expenditures, labor hours invested in the incident should be specifically tracked. While not generally reimbursable, the number of hours worked in responding to incidents may be used to “match” requirements for federal aid. Supervisors, managers, and other OSU authorities should track time for paid (employees) and unpaid (volunteers) participants that contributed to the response effort.

O. Plan Development and Maintenance

The Emergency Operation Plan utilizes existing program expertise and personnel to provide prevention, protection, mitigation, preparedness, response, and recovery efforts of post incident/emergency consequences. Structured as demonstrated in FEMA’s Comprehensive Planning Guidelines 101 (CPG 101) while also following the principles of the National Incident Management System (NIMS) and the Homeland Security Exercise and Evaluation Program (HSEEP), the OSU’s Emergency Operation Plan addresses response, training, exercises, equipment, evaluation, and corrective action practices.

The university’s Emergency Management Manager shall oversee and/or coordinate with applicable partners the following Emergency Operation Plan actions:

1. Annually review the Emergency Operation Plan and modify as necessary. Any major changes to the EOP shall be reviewed and approved by OSU’s vice president for finance and administration. Substantive changes between annual review periods (such as changes in roles or responsibilities) will prompt notification to EOP stakeholders. Notification will not be provided for minor edits such as grammar or spelling changes.

2. The plan will be promulgated every three years.
3. Appendices and Annexes will be reviewed as they are developed and added to the plan when finalized. The updating or changing of an appendix or annex usually does not constitute a major plan revision.
4. Each university unit or department identified as having a role in this Emergency Operation Plan is responsible for communicating the content of the EOP to their staff and supporting key staff members to have the opportunity to attend EOP training and exercise activities when applicable.

P. Testing, Training, and Exercises

Exercises in compliance with the Homeland Security Exercise and Evaluation Program (HSEEP) shall be held periodically to train response personnel and evaluate the adequacy of the Emergency Operation Plan. For each exercise, HSEEP guidelines, an After-Action Report, and an Improvement Plan (as appropriate) shall be developed and submitted to the Emergency Management Director.

AFTER-ACTION REVIEWS

After Action Reviews of emergency responses can yield valuable feedback to the emergency planning process and enable OSU to improve future emergency responses. The scope of After-Action Reviews will vary depending upon the complexity of the response and the number of departments and outside entities involved.

After Action Reviews may be conducted when any of these incidents occur:

- Activation of the Emergency Operations Center
- Significant release of a hazardous substance (e.g., natural gas release in occupied space, laboratory fire or explosion, environmental release of hazardous materials)
- Request for an After-Action Review is made by an OSU senior leader and should involve the Emergency Management Director, SAVPA, Emergency Manager, Chief Risk Officer, Department of Public Safety, and other OSU officials as relevant.

After Action Reviews are intended to be examinations of the emergency response effort and/or the ensuing recovery efforts. Investigations into the root cause of an incident are not the focus of this section. Input for the after-action report may come from after action debriefings, follow-up meetings, and/or written comments provided by any person involved in or observing the emergency response action.

Prior to conducting an After-Action Review pursuant to this EOP, the Office of the General Counsel will be consulted to determine if the review will be conducted under attorney-client privilege.

The Emergency Manager shall retain a copy of the report, including any recommendations for corrections or improvements, for a minimum of two years.

Q. Authorities and References

The organizational and operational concepts set forth in these guidelines are informed by the following authorities:

1. Federal

- Federal Civil Defense Act of 1950, PL 81-920 as amended.
- The Disaster Relief Act of 1974, PL 93-288 as amended.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707
- Emergency Management and Assistance, Code of Federal Regulations, Title 44.
- Superfund Amendments and Reauthorization Act of 1986, PL 99-499 (Title III, “Emergency Planning and Community Right-to-Know Act of 1986”).
- Comprehensive Environment Response Compensation and Liability Act of 1980, PL 96510 (CERCLA or “Superfund”).
- Clean Water Act, (Section 311 of USC 1251).
- Clean Air Act, (40 CFR Part 51).
- Resource Conservation and Recovery Act (RCRA).
- Public Health Security and Bioterrorism Preparedness and Response Act (42 CFR Part 73)
- Agricultural Bioterrorism Protection Act of 2002; Possession, Use and Transfer of Biological Agents and Toxins (7 CFR Part 331 and 9 CFR Part 121)
- Higher Education Act of 1965 as amended by the Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-31
- Homeland Security Act of 2002 (CIKR, Intro-2, CPG 101)
- Homeland Security Presidential Directives: HSPD 3, 5 and 8
- National Response Framework
- National Protection Framework

2. State

- Oregon Revised Statute (ORS) 401.305 through 401.335

3. Local

- Standard Operating Guidelines—Emergency Operations Center (TBP)
- OSU Crisis Communication Plan.
- OSU Infectious Disease Response Plan

Appendix A Glossary and Abbreviations

Term/ Abbreviation		Definition
Annex		A standalone document that offers additional information than contained in the main document.
Appendix		Contains data that cannot be placed in the main document and has references in the original copy or file. (phone number lists, hazard analysis, etc.)
Command Staff		An ICS term. Consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.
DOC	Department Operation Center	A College or Department command and control facility responsible for applying the principles of emergency preparedness and emergency management at a local level during an emergency and ensuring the continuity of operation their organization.
EMD	Emergency Management Director	An agency leader responsible for conducting and developing a program that conducts planning and directing disaster response management activities for OSU
EMSC	Emergency Management Steering Committee	A committee to assist the Emergency Management program in developing emergency management policies and procedures to incidents for OSU.
EOC	Emergency Operation Center	The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An Emergency Operations Center may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Term/ Abbreviation		Definition
EOP	Emergency Operation Plan	The ongoing plan for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for conducting specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.
ESF	Emergency Support Function	The primary mechanism at the operational level to organize and provide assistance. Emergency Support Functions align categories of resources and provide strategic objectives for their use. Emergency Support Functions use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.
General Staff		An ICS term. A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.
HSEEP	Homeland Security Exercise and Evaluation Program	A national capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning.
IC	Incident Commander	An ICS term. The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Term/ Abbreviation		Definition
ICP	Incident Command Post	An ICS term. The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities
ICS	Incident Command System	A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure and designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small, as well as large and complex, incidents. The Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.
IMT	Incident Management Team	An ICS term. Comprised of employees responsible for operational management during an emergency. Typical ICS positions include the Incident Commander and appropriate Command and General Staff personnel assigned to an incident.
NIMS	National Incident Management System	A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

Term/ Abbreviation		Definition
SAT	Situation Assessment Team	A team consisting of the Public Safety Director, Facilities Services Director and Emergency Manager that evaluates emergency calls escalated by Dispatch due to the call's complexity or meeting notification criteria. The team assess the situation and determines what level of response or advance involvement of other entities is needed to resolve the situation.

Appendix B Hazard Analysis

<p>Occurred to department or has high potential to do so (5) annually, (4) last 2-5 yrs, (3) last 5-10 yrs, (2) last 10-25 yrs, (1) > 25 yrs</p>	<p>Effect the hazard has to the Health and Welfare majority of people within your institution (5) Life threatening, (4) Health/Safety threat, (3) Psychological Disruption, (2) Disruption of ability to do job 24 hrs, (1) Disruption of ability to do job <8 hrs</p>	<p>Vulnerability to research operations (3) High risk (2) Medium risk (1) Low risk</p>	<p>Vulnerability to academic operations (3) High risk (2) Medium risk (1) Low risk</p>	<p>Effect the hazard has to infrastructure within your institution (3) Disruption to most services > 12 hrs, (2) Disruption to some services 6-12 hrs, (1) Disruption to a few services < 6 hrs</p>	<p>University Reputation/ Public Perception (3) High risk (2) Medium risk (1) Low risk</p>
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	Occurrence Score	Estimated Impact on Health & Safety	Estimated Impact on Research	Estimated Impact on Academic Operations	Estimated Impact on Property & Environment	Reputation	Assessment Score (product of categories)
Fire Emergencies							
Minor Fire – 1 room	not campus wide incident						0
Major Fire	2	1	1	1	1	1	2
Explosion	2	1	1	1	1	1	2
Medical Emergencies							
Death	3	1	1	1	1	1	3
Injury	5	1	1	1	1	1	5
Food Poisoning	4	4	1	1	1	2	32
Mass Casualties	1	3	1	1	1	2	6
Disease Outbreak	1	4	2	2	1	3	48
Odors	1	1	1	1	1	1	1
Animal	1	1	1	1	1	1	1
Hazardous Materials							
Material Release (air)	1	3	1	1	1	3	9
Spill/Exposure	1	1	1	1	1	3	3
Radiation Exposure	1	4	3	3	1	3	108
Asbestos Release	1	1	1	1	1	2	2
Biological exposure	1	4	1	1	1	3	12

	Occurrence Score	Estimated Impact on Health & Safety	Estimated Impact on Research	Estimated Impact on Academic Operations	Estimated Impact on Property & Environment	Reputation	Assessment Score (product of categories)
Transportation Accidents							
Automobile-Train Accident	1	1	1	1	1	1	1
Aircraft Collision with Building	1	3	1	1	1	1	3
Pedestrians/Bicyclists	1	1	1	1	1	1	1
Non-road vehicle (Tractor/farm)	1	1	1	1	1	1	1
Maritime/Aviation	1	1	1	1	1	1	1
Evacuation							
Sporting Events	1	1	1	1	1	1	1
Planned Events	1	1	1	1	1	1	1
Campus Evacuation	1	1	1	1	1	1	1
Shelter-in-place	1	1	1	1	1	1	1
Natural Hazard							
University Closure	5	1	2	2	2	1	40
Flooding	2	2	2	2	2	1	32
Ice/Snowstorm	4	2	2	2	2	1	64
High Wind/Tornado	1	2	2	2	2	1	16
Earthquake/Tsunami	1	5	3	3	3	1	135
Utilities/Infrastructure							
Telephone/Telecom Failure	3	1	1	1	1	1	3
Electrical Failure	4	2	3	2	3	2	288
Loss of Water Availability	3	2	2	3	2	1	72
HVAC Steam Plant Failure	3	2	2	1	2	1	24
Hood Ventilation Failure	not campus wide incident						0
IT Failure - Data transmission	4	3	1	1	1	1	12
IT Server Hardware failure	2	1	1	1	1	1	2
Structural Failure	not campus wide incident						0
Threat of Violence							
Bomb Threat (unconfirmed/unknown)	1	1	1	1	1	1	1
Bomb/Suspicious Object (credible)	1	3	1	1	1	1	3

	Occurrence Score	Estimated Impact on Health & Safety	Estimated Impact on Research	Estimated Impact on Academic Operations	Estimated Impact on Property & Environment	Reputation	Assessment Score (product of categories)
Violence on Campus	1	4	1	2	2	2	32
Weapons	1	3	1	2	1	2	12
Vandalism	3	1	1	1	1	1	3
Hostage Situation	2	3	1	2	1	2	24
Active Threat/Lock Down	3	4	1	3	1	2	72
Bias Incident	5	3	1	1	1	3	45
Terrorism							
National/State Level	2	1	1	1	1	1	2
Local Level	2	1	1	2	1	3	12
Interpersonal Emergencies							
Sexual Assault	not campus wide incidents						0
Stalking							0
Relationship/workplace Violence							0
Missing Student/Staff							0
Study Abroad Incident							0
Suicide							0

Appendix C

Emergency Support Functions

ESF #1 - Transportation

- Develop transportation plan to support OSU emergency/disaster operations
- Obtain and coordinate transportation resources (internal and external to OSU) to support operational needs
- Develop traffic control plan and conduct traffic operations to support safe movement
- Provide maintenance, fuel and inspection support to vehicles used in OSU response operations
- Coordinate OSU transportation needs with external resources

ESF #2 - Communications

- Develop communications plan to support OSU emergency/disaster operations
- Obtain and coordinate communication resources (internal to OSU) to support operational needs
- Protection, restoration, and sustainment of university telecommunications services and information technology services
- Operate an EOC message center to support EOC operational communications.

ESF #3 - Facilities

- This ESF encompasses water, sewer, electrical, steam, roads, grounds, and building resources.
- Maintain, obtain, and coordinate infrastructure and facility (internal and external to OSU) resources to support operational needs
- Protect infrastructure and critical facilities, conduct damage assessment and tracking of damage, campus emergency repair and restoration.
- Conduct/coordinate debris clearance, removal, and disposal
- Provide maintenance of the buildings and grounds
- Provide engineering-related support to campus infrastructure

ESF #4 - Firefighting

- Protect those present on campus in the event of a fire affecting OSU's Corvallis campus
- Develop firefighting plan to support OSU emergency/disaster operations
- Obtain and coordinate firefighting resources (internal and external to OSU) to support operational needs
- Manage firefighting operations and support medical and hazardous materials response
- Detect and suppress fires

ESF #5 - Information and Planning

- Develop plan for university to staff and implement during emergency incidents
- Identify resources for alert, activation, and subsequent deployment for quick and effective response to incidents
- Plan for incident actions, coordinate operations, manage logistics, and provide direction and control during an incident
- Use mitigation and preparedness planning, as well as rapid coordination of first response efforts to effectively reduce the impact of an incident on university property
- Coordinate university departments during an incident in an effort to minimize any interruption to essential university functions

ESF #6 -Mass Care

- Provide food to OSU responders and emergency workers
- Provide food to shelter occupants
- Offer access or referrals to psychological counseling to mass care recipients
- Offer access to basic medical care to mass care recipients
- Manage temporary shelters and maintain shelter records
- Serve meals to displaced students
- Provide food/shelter support to others as identified (staff responders, family members, community members, etc....)
- Assist with reunification and/or status updates of persons within Mass Care System and for families

ESF #7 - Resource Support

- Provide centralized logistical (personnel and equipment, and resources) support to organizations during response operations
- Support departmental/Incident Command logistical requests for assistance
- Implement the EOC Logistics Section; manage all requests for resources and logistical support for the incident; and provide the coordination of specific requirements of resource support action and documentation.
- Provide personnel to support incident response operations
- Assess and implement the effort and activity necessary to evaluate, locate, procure, and provide essential material resources
- Continue resource support until the disposition of excess and surplus property, if any, is completed.

ESF #8 - Health and Medical Services

- Identify health hazards
- Disseminate public health information
- Conduct medical triage and provide treatment

- Obtain medicines, medical professionals, and/or supplies for an affected area
- Offer counseling or mental health support resources
- Organize medical disaster assistance teams
- Attend to victims' rights issues

ESF #9 - Search and Rescue

- Evacuate buildings and structures, as needed
- Conduct all search and rescue activities as required following natural or manmade disasters and catastrophic incidents
- Provide Search and Rescue (SAR) services, including distress monitoring, incident communications, location of distressed personnel, coordination and execution of rescue operations including extrication and/or evacuation

ESF #10 - Hazardous Materials

- Identify hazardous products and materials
- Suppress chemical fires
- Conduct soil tests and/or collect air samples
- Construct stabilizing berms or other barriers
- Apply fire- and chemical- retardant materials
- Collect concentrated supplies of hazardous materials
- Remove contaminated soil
- Decontaminate a site or individual

ESF #11 - Food and Water

- Identify governmental food programs and stockpiles
- Negotiate with food suppliers
- Develop a food procurement strategy
- Organize a food transportation plan
- Coordinate with private and volunteer groups
- Analyze staging sites
- Establish temporary food assistance program

ESF #12 - Energy

- Collect, evaluate, and share information on energy system damages, and estimate the impact of energy system outages within the affected areas
- Facilitate the restoration of energy systems when energy is lost to all or part of the Corvallis campus
 - The term "energy" includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, maintaining, and controlling energy systems and system components. All energy systems are considered critical infrastructure

ESF #13 - Military Support

- Identify and define military mission requests
- Integrate military resources into response operation

ESF #14 - Public Information

- Formulate media statements
- Schedule and conduct press briefings
- Develop pre-scripted media statements
- Prepare press/media packages or develop emergency public announcements
- Coordinate release of information with other involved agencies
- Transmit timely messages to the various media outlets, through various communication pathways
- Establish a joint information center to consolidate media resource preparation and response
- Establish and staff a call center to centralize inquiries for information

ESF #15 - Volunteers and Donations

- Assess, prioritize, and coordinate requests for volunteers
- Manage recruitment, reception, and deployment of volunteers
- Manage offers of, reception, and distribution of goods
- Manage offers of, reception, and distribution of financial donations

ESF #16 - Law Enforcement

- Protect the safety and security of university students, faculty, staff, and visitors while on the Corvallis campus
- Protect critical infrastructure
- Plan security and provide technical assistance
- Offer general law enforcement assistance in both pre-incident and post-incident situations

ESF # 17 – Agriculture and Animal Protection

- Provide animal and plant emergency management and response throughout OSU, before, during, and after disasters
- Protecting university natural resources
- Provide sheltering and support for animals affected by the disaster

ESF #18 – Student and Academic Operations

- Coordinate issues related to OSU academic and student affairs/concerns during all phases of emergency management preparedness, response, recovery, and mitigation in a sustained effort to reduce mitigate the effects of disasters, to efficiently utilize resources, and to expedite response and recovery of academic and business operations when a major disaster does occur.

- Conduct accountability of student status (present, missing, injured, etc.)
- Conduct accountability of staff and faculty (present, missing, injured, etc.)
- Integrate with Emergency Operations Center operations and planning to identify and address continuation of business issues during response phase

Oregon State University

Corvallis Emergency Operation Plan (EOP)

Department Matrix for Emergency Support Functions - Oregon State University																		
Department	Emergency Support Functions (ESF)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Academic Affairs																		P
Athletics	S		S					S			S							
Capital Planning			P		S													
CAPS						S		P										
Central Shared Services							P								P			S
College of Ag Science																		P
College of Engineering			S						S									
College of Forestry			S															
College of Pharmacy								S										
College of Veterinary Medicine								S										P
Contract Services					S		S											
Corvallis Fire Department				S					P	P								
Disability Services					S													
Emergency Management					P								P					
Environmental Health & Safety				P	S				S	P								
Equal Opportunity Access					S													
Facilities Services			P	S	S	S			P			P						
Human Resources							S											S
Information Services		P			S									S				
Memorial Union	S									S								
Office of the Registrar		S	S		P													P
Oregon National Guard													S					
OSU Foundation															P			
Public Safety/ Dispatch		S		S	S				P	S						P		
Rec Sports								S							S			
Research Office																	P	S
Risk Management			S															
Student Affairs					S										P			P
Student Health Services						S		P		S							S	
Transportation Services	P		S		S						S					S		
Univ Relations and Marketing														P				
University Housing & Dining			S		S	P					P							

P =Primary Department S = Support Departments

Appendix D NIMS and ICS

(Source: <https://training.fema.gov/emiweb/is/icsresource/assets/reviewmaterials.pdf>)

The Incident Command System was established in the late 1970s and is part of the National Incident Management System (NIMS), established nationally per Homeland Security Presidential Directive (HSPD- 5, "Management of Domestic Incidents." To increase standardization, HSPD-5 required federal department and agencies to make adoption of NIMS (and it's ICS sub-component) as a requirement to receive federal preparedness assistance grants and contracts.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS)

The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management.

A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—federal, state, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

There are 14 essential ICS features that contribute to its successful implementation:

- Standardization
 - Common terminology
- Command
 - Establishment and transfer of command
 - Chain of command and unity of command
 - Unified command
- Planning/Organizational Structure
 - Management by objectives
 - Incident Action Plan (IAP)
 - Modular organization
 - Manageable span of control

- Facilities and Resources
 - Comprehensive resource management
 - Incident locations and facilities
- Communications/Information Management
 - Integrated communications
 - Information and intelligence management
- Professionalism
 - Accountability
 - Dispatch/Deployment

The typical ICS organization consists of Command and General staff. Only the positions needed for incident resolution are staffed/activated. For the positions not staffed, the next higher position assumes responsibility for the position's tasks. The organization can be divided into units, based on the need for maintaining a span of control of 3-7 direct reports.

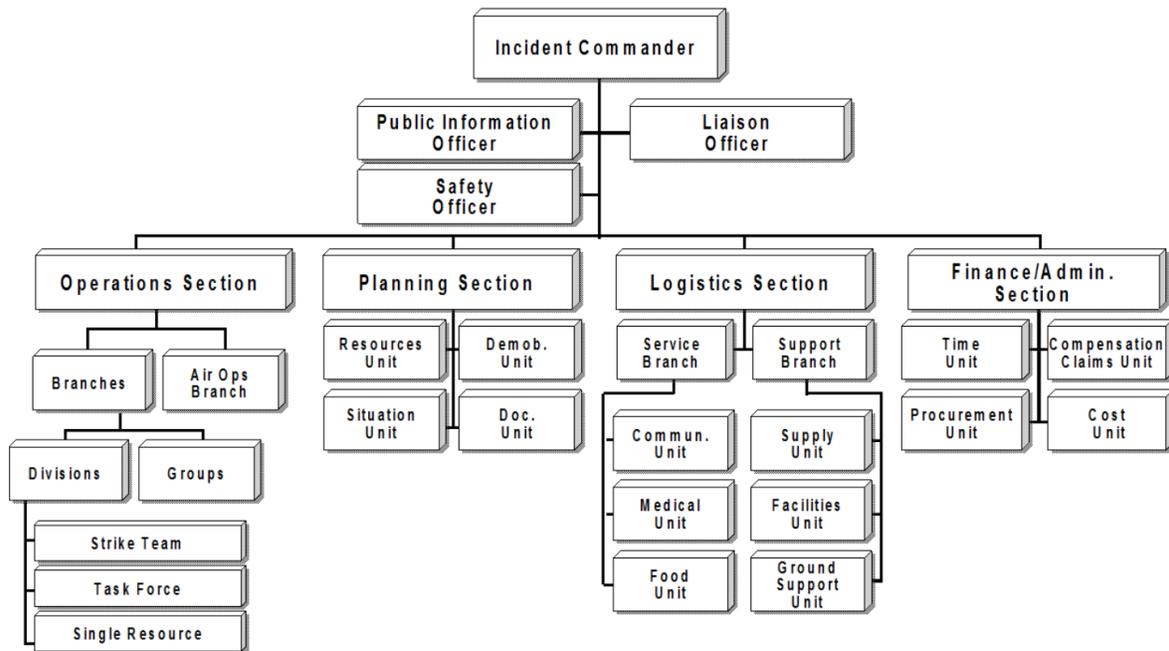


Figure D-1.

ICS Organization

- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

- Branch: That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.
- Division: That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- Group: Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- Unit: That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- Task Force: A group of resources with common communications and a leader that may be pre-established and sent to an incident or formed at an incident.
- Strike Team: Specified combinations of the same kind and type of resources, with common communications and a leader.
- Single Resource: An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

ICS Planning

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written Incident Action Plan (IAP).

The primary phases of the planning process are essentially the same for the Incident Commander who develops the initial plan, for the Incident Commander and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise verbal briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident

management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and “lessons learned.”

The Planning “P” is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

- At the top of the leg of the “P” is the beginning of the first operational planning period cycle.
- In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, preparing for the Tactics Meeting, Tactics Meeting, preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again

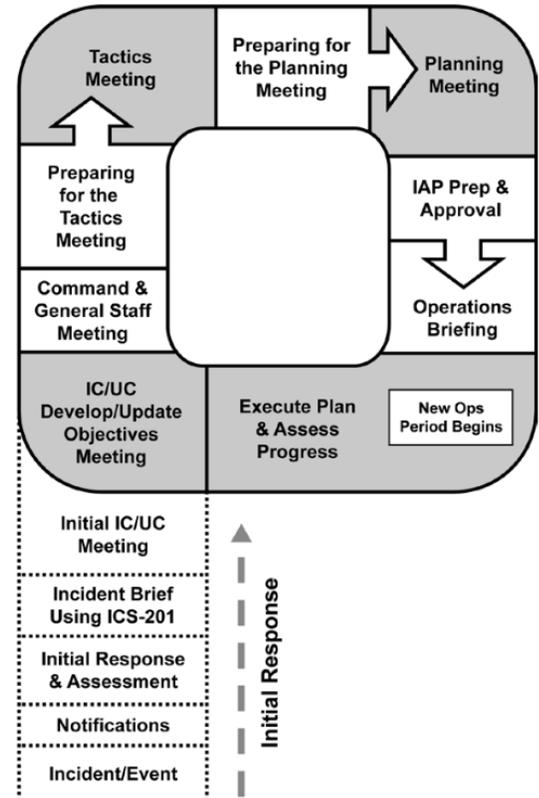


Figure D-2.

Additional resources to fully describe and learn about ICS are located at:

- <https://training.fema.gov/nims/>
- <https://training.fema.gov/emiweb/is/icsresource/assets/ICS%20Review%20Document.pdf>