

**Comprehensive Emergency Management Plan  
Portland State University**

April 19, 2007

**I. PURPOSE**

The Emergency Management Plan establishes policies, procedures and an organizational structure for response to emergencies of a magnitude to cause a significant disruption of the University and describes the roles and responsibilities of departments, schools, units, and personnel during emergency situations. The basic emergency procedures are designed to protect lives and property through effective use of university and community resources. Since an emergency may be sudden and without warning, these procedures are designed to be flexible in accommodating contingencies of various types and magnitudes.

Through the use of annexes, this Emergency Management Plan addresses several specific types of emergencies on an individual basis, providing guidelines for the stabilization and recovery from the incident. These include emergency instructions and references in a concise format for those individuals designated to manage University resources.

**II. SCOPE**

This plan is a comprehensive, all-hazards emergency management plan. It outlines the mitigation, preparedness, response, and recovery steps of university personnel and resources for emergency situations and is consistent with established practices relating to coordination of resources through the use of the National Incident Management System (NIMS). The University will cooperate with federal, state and local emergency management agencies and other responders in the development, implementation, and execution of its emergency response plans. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

The University must prepare for three different scenarios with the potential to affect its operations. These are:

- **Incidents occurring within the University** – These are incidents where University personnel are expected to take a leadership role in the management of all aspects of the incident including the direction of mutual aid responders.
- **Incidents outside the University but affecting its operations** – These are incidents in the surrounding community with minimal effect on campus but may influence a decision to suspend some or all campus activities.
- **Incidents outside the University not affecting its operations** – These are incidents in the surrounding community with no impact on the ability of the University to continue its operations but the University may be asked to render assistance to one or more local agencies.

### III. MISSION

The University is committed to respond to any emergency situation in a safe, effective, and timely manner. University personnel and equipment will accomplish its responsibilities according to these priorities:

- Priority 1: Protection of Human Life
- Priority 2: Incident Stabilization
- Priority 3: Support of Health, Safety, and Basic Care Services
- Priority 4: Protection and Security of University Assets
- Priority 5: Maintenance of University Services
- Priority 6: Assessment of Damages
- Priority 7: Restoration of General Campus Operations

### IV. ASSUMPTIONS

This Comprehensive Emergency Management Plan provides a realistic approach to the problems likely encountered during a major emergency or disaster. Therefore, the following assumptions are made and should be used as general guidelines in such an event:

- An incident may occur at any time of the day, night, weekend, or holiday with little or no warning.
- The succession of events in an incident is not predictable. Therefore, published operational plans, such as the one included in this plan, should serve only as a guide and a checklist. They may require modifications to meet the requirements of the emergency.
- An campus emergency or a disaster may be declared if information indicates conditions are developing or probable.
- Incidents may be community-wide. Local emergency response agencies may request the University to prepare for and carry out disaster response and short-term recovery operations.

### V. TYPES OF EMERGENCIES/LEVELS OF RESPONSE

There are four levels or types of emergencies:

- **LEVEL 1 – MINOR INCIDENT:** A Minor Incident is defined as a local event with limited impact which does not affect the overall functional capability of the University. Planning and response is carried out at a limited local level (e.g. on a lab or room basis). The Emergency Management Plan would not be activated.
- **LEVEL 2 – EMERGENCY:** An Emergency is defined as a serious event that significantly disrupts one or more operations of the University. Multiple University resources are involved; the Emergency Management Plan would be activated as necessary.
- **LEVEL 3 – DISASTER:** A Disaster is defined as a very serious event which seriously impairs or halts the operations of the University. The Emergency Management Plan is fully activated.
- **LEVEL 4 – CATASTROPHE:** A Catastrophe is severe disaster in which the infrastructure of the University or the immediate community is destroyed or seriously damaged. Full coordination with City, County, and State emergency resources is necessary to stabilize the event on campus.

<b>Scope</b>	<b>Minor Incident</b>	<b>Emergency</b>	<b>Disaster</b>	<b>Catastrophe</b>
University Activities	Minimal and localized. Most University activities not impacted	Significant. University activities localized – shutdown is likely	Very Significant. University activities shutdown for a period of time.	All University activities are suspended until further notice
Faculty, Staff, and Students	Site-specific -- localized impact Injuries possible	Site-specific or general impact with possible disruption Injuries possible	General impact with probable disruptions Injuries and fatalities are probable	General impact with known disruptions, injuries, and/or fatalities
Media Coverage	None expected or limited local coverage.	Local/regional coverage.	Local, regional, and possible national coverage.	Extensive media coverage under JIS guidelines
Public and Government Concern	Limited.	Potential exists for an embarrassment Government agencies may investigate response/recovery efforts.	Potential exists for an embarrassment Government investigations or hearings likely	Potential exists for an embarrassment Government investigations or hearings likely
Incident Command	Limited or none	Conditionally involved	Actively involved	Actively involved
EMT Involvement	Probably none	Consulted as needed	Consulted regularly and actively involved	Consulted regularly and actively involved

## **VI. RESPONSE PROTOCOL**

As specified by the National Incident Management System (NIMS), the University uses the Incident Command System (ICS) as its management structure during any operational phase of an incident within the scope of this plan. The use of the Incident Command System facilitates the University's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies.

## **VII. ORGANIZATIONAL COMPONENTS**

The University's Comprehensive Emergency Management Plan consists of five major elements:

- Executive Management Team (EMT) Directives
- Incident Command System Command and General Staff Protocols
- Emergency Support Function (ESF) Response Annexes
- Individual Critical Operations and Special Unit Plans
- Individual Building/Area/College Emergency Plans

### **1. The Executive Management Team (EMT) Directives**

The Executive Management Team (EMT) will establish the overarching policies concerning emergency management activities on campus and approve mutual aid agreements with local agencies for implementation during an incident. While not normally involved during an incident, they may be asked to provide additional support and advice to the University President and the Incident Commander. The EMT is also responsible for the review and approval of the Emergency Management Plan.

## **2. The ICS Command and General Staff Protocols**

The ICS Command and General Staffs are activated as needed to manage the University's response to an emergency incident as directed by the Incident Commander. The Incident Commander has responsibility for overall management of the incident and must be fully qualified to manage the incident. The President of the University is the appointing authority for the Incident Commander.

## **3. Emergency Support Functions (ESF) Response Annexes**

Incidents occurring at Portland State University may require the assistance of the personnel and equipment resources of the City of Portland, Multnomah County, and other agencies of the State of Oregon. The resources of these local and state response agencies may be needed to stabilize the incident and begin the necessary recovery efforts. Lead units/departments of the University will be expected to coordinate with these external resources within their respective emergency support functions during the response and recovery efforts.

Individual functional areas within the University will develop Response Plans to specific types of incidents to identify key personnel and define specific responsibilities and procedures to mitigate the specific threat, determine equipment and supply needs to support their emergency functions, train response personnel, and provide guideline for demobilization and recovery operations.

## **4. Individual Critical Operations and Special Unit Plans**

All campus operational units must identify their normal operations tasks and personnel and from that list, identify those task and personnel considered KEY, ESSENTIAL, and CRITICAL. Included in this list should be a determination of the specific impact or effect on continued campus operations if such a determination would be taken. At the discretion of the Incident Commander, certain functions may be curtailed or suspended for the remainder of the incident. At each level, include the impact on the office's ability to provide direct student services, provide management activities, management of mutual aid responders according to assigned Emergency Support Functions (ESF), and the need for specific support from other University offices. This information will be provided in a Critical Operations Plan to address the office's specific responsibilities. As necessary, Critical Operations Plans will be augmented by Response Annexes to address specific situations.

Several offices have critical responsibilities during emergency situations. These offices are required to have an individual Unit Operations Plan to outline their specific tasks for the duration of the incident. Specific information from these plans will be included in the ICS Initial Incident Action Plan (IAP) and monitored throughout the incident by the Planning Section Chief and included, as necessary, in the operational period's Incident Action Plan. The Incident Commander may work with the Department Manager to determine appropriate staffing, alternate means of communications, security, essential services, and operational guidelines necessary continued business operations deemed necessary during the incident.

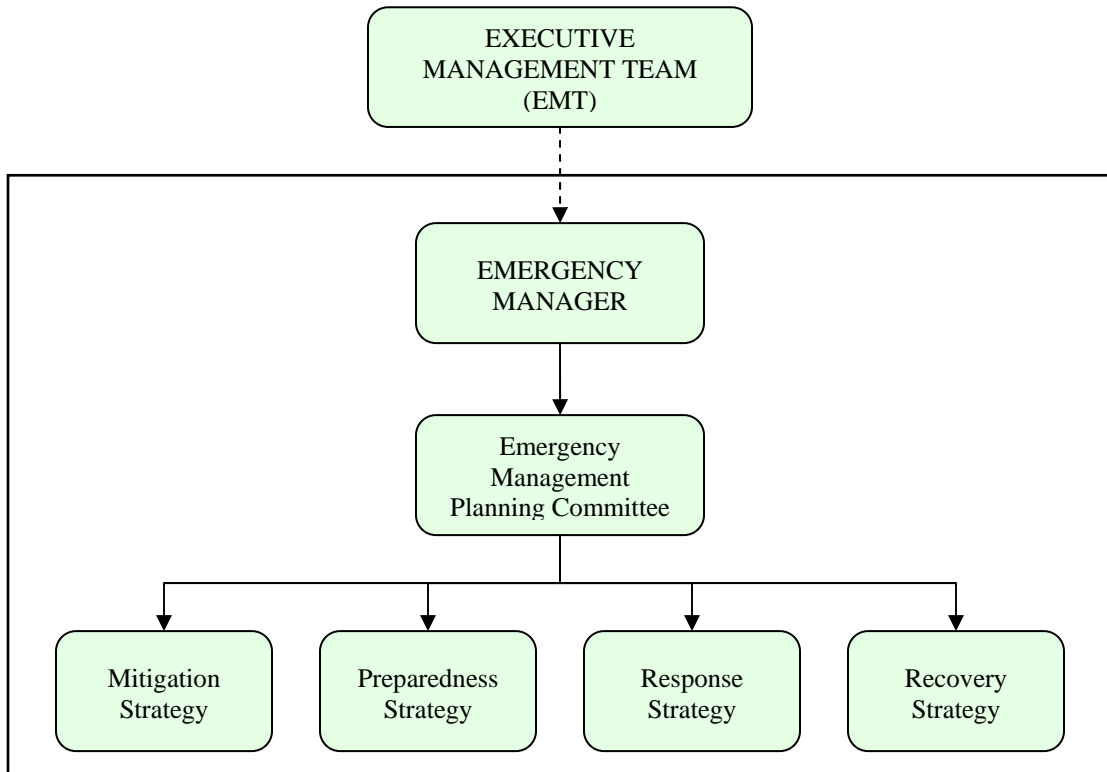
Special Unit Plans are required from the following Units:

Office of the President  
 Office of Finance & Administration  
 Academic Affairs  
 Auxiliary Services  
 Residence Life  
 Student Affairs  
 Campus Public Safety Office  
 Human Resources  
 Student Health & Counseling  
 Facilities & Planning  
 Legal Services  
 Transportation & Parking  
 Office of Information Technology  
 Business Office  
 Marketing & Communications

**5. Individual Building/Area/College Emergency Plans (BEP, AEP, & CEP)**

These are building or area specific plans developed to reduce the risk of life or property loss through preparation for foreseeable events. The Dean/Director of the respective building/area/college will ensure the development of these plans.

**VIII. CAMPUS EMERGENCY MANAGEMENT PLANNING PROCESS**



<b>CAMPUS EMERGENCY MANAGEMENT PLANNING STRATEGIES</b>			
<b>Oversight: Emergency Manager</b>			
<b>MITIGATION</b>	<b>PREPAREDNESS</b>	<b>RESPONSE</b>	<b>RECOVERY</b>
<ul style="list-style-type: none"> <li>• Hazard Analysis</li> <li>• Safety/Security Plans and Guidelines</li> <li>• University and Department Safety Committee Attendance</li> </ul>	<ul style="list-style-type: none"> <li>• EOC / ICP Facility Development</li> <li>• Training Schedule</li> <li>• Exercise Schedule</li> <li>• Academic Program Development               <ul style="list-style-type: none"> <li>-- MPA concentration</li> <li>-- CERT Team Training for CAPSTONE program</li> <li>-- ATC-20 training for Engineering students</li> </ul> </li> <li>• Consortium of Metro Area Colleges and Universities</li> <li>• Participation in REMG/REMTEC</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Management Team Directives</li> <li>• ICS Command and General Staff Protocols</li> <li>• Emergency Support Function Response Annexes</li> <li>• Individual Critical Operations and Special Unit Plans</li> <li>• Individual Building/Area/College Emergency Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Reconstruction</li> <li>• Program Restoration</li> <li>• Continuity of Operations Planning</li> </ul>

**IX. THE EMERGENCY DETERMINATION AND DECLARATION PROCESS**

The Campus Public Safety Office (CPSO) who operates on a continuous 24/7/365 basis is the primary responsibility for monitoring emergency threats and events. The Office is always available to receive emergency communications from official and public sources and the CPSO Shift Supervisor is fully trained to follow ICS guidelines and established standard operating procedures for emergency response. When an emergency warrants, he or she would immediately establish an incident command post and notify the CPSO Director and other officials on the call list. The Shift Supervisor will retain incident command until properly relieved and will determine the appropriate level of response. The provisions of the Emergency Operations Plan will guide the Incident Commander in controlling the incident and if appropriate, transferring command to University Management.

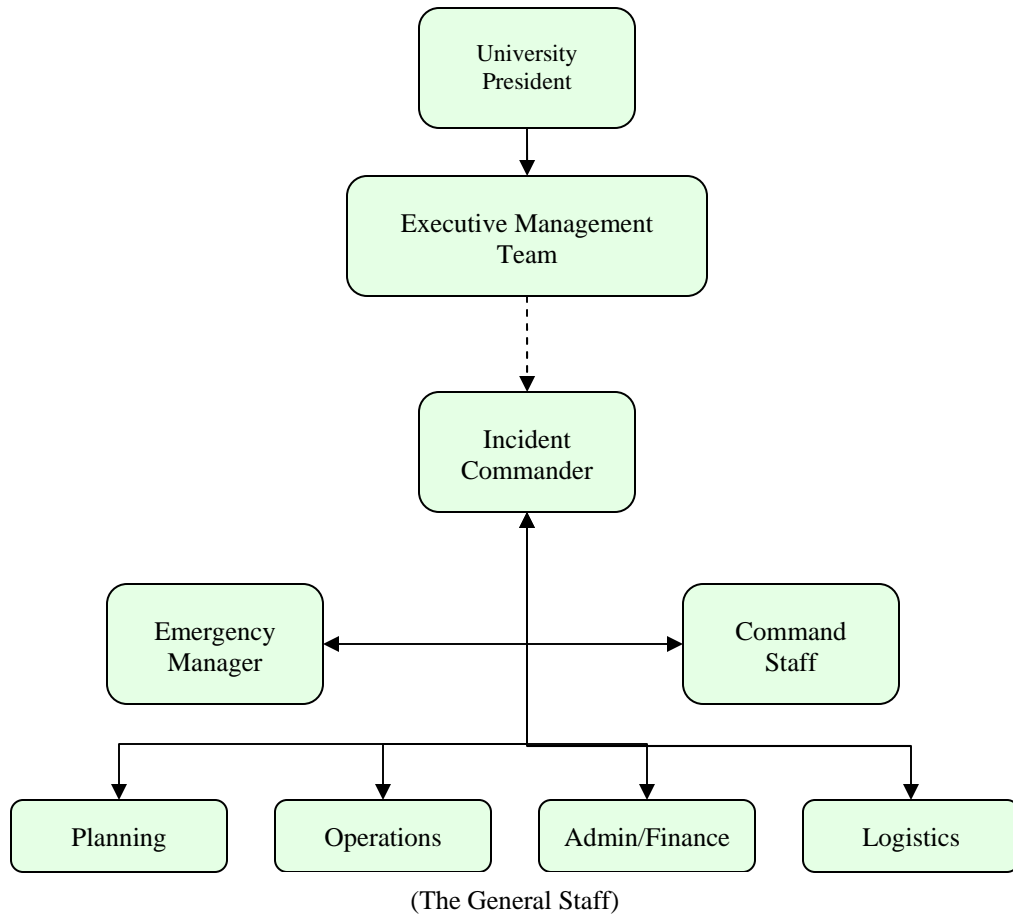
Full plan activation still begins at the discretion of the Incident Commander but will generally occur once University Management assumes incident command from the CPSO Shift Supervisor. In the event of any campus incident or declared local, state, or federal emergency, a decision will be made by the University President, the Vice-President of Finance and Administration, the Provost, or the Executive Management Team on a plan of action, including the appointment of an Incident Commander and a decision when to activate the Emergency Management Plan.

On activation, designated members of the ICS Command and General Staff will be notified to report to the designated incident facility. The Incident Commander will direct the Planning Section Chief to complete the Incident Action Plan to review the circumstances of the emergency with the other staff members. This will include the release of information to the University community regarding the impending threat or emergency situations by the Public Information Officer with the approval of the Incident Commander.

The Emergency Operation Center (EOC) will be maintained in a state of readiness for conversion to an Incident Command Post or activation as Campus Resource Coordination Center. The EOC normally serves as the centralized, well-supported location for everyday emergency management coordination. Response activities and work assignments may be planned, coordinated, and delegated from the EOC.

If necessary, the Incident Commander will prepare a Declaration of a State of Emergency for the University President's signature.

**X. ROLES and RESPONSIBILITIES**



**A. University President**

This plan is promulgated under the authority of the President of the University. The President or an official designee will make all decisions concerning the discontinuation of university functions, cancellation of classes, or cessation of operations. After consulting with the Incident Commander and appropriate members of the Executive Management Team, the President or the official designee may declare a State of Emergency.

## **B. Executive Management Team (EMT)**

The Emergency Management Team is responsible for setting policy and assisting with major decisions. Typically, this would center on planning and preparation prior to an incident and the recovery from the incident, including the long-term effects of the incident and the need to restore the University to normal operations (continuity of operations planning and recovery management) as quickly as possible. The EMT would be directly involved in incident stabilization only if major expenditures or policy decisions were beyond the authority of the Incident Commander and were needed to complete the stabilization.

Many incidents require a multi-agency and/or multi-jurisdictional response. Members of the EMT must be aware of the National Incident Management System (NIMS) and Multi-Agency Coordination Systems (MACS) functions to ensure cooperative response efforts.

## **C. University Incident Commander**

The Incident Commander is responsible for all actions associated with the incident response. The Incident Commander must be able to quickly assess an emergency situation, determine the level of impact, assess the effect, contain the incident, and delegate responsibilities to command and general staff personnel. The Incident Commander has the full authorization to implement the operational aspects of this Emergency Management Plan.

## **D. Emergency Manager**

The Emergency Manager serves as the principal advisor to the University President, the Executive Management Team, and other University personnel for emergency management information. The Emergency Manager also serves as the Coordinator of the Emergency Management Planning Committee and is responsible for the pre-planning coordination of the Comprehensive Emergency Management Plan and its annexes. The Emergency Manager serves as a subject matter expert and consultant to the Incident Commander during an actual incident.

## **E. The ICS Command and General Staff**

The ICS Command and General Staff personnel are organized under the National Incident Management System (NIMS) and assigned by the Incident Commander. Under the direction of the Incident Commander, the Command Staff Officers serve as the University Public Information Officer (PIO), the University Safety Officer, and the Liaison Officer while the General Staff Section Chiefs are responsible for the Planning, Operations, Logistics, and Finance/Administration functions. Both groups are responsible for the execution of the Emergency Management Plan during an emergency situation and report directly to the Incident Commander. Command and General Staff personnel are selected from the University community who are full trained and qualified to hold their assigned positions. Ideally, they will be senior management personnel from functional areas of the University having critical Emergency Management Plan execution responsibilities.

Command and General Staff personnel are responsible for the evaluation of information from various sources during an actual event and advising the Incident Commander. Team members are responsible for review and discussion for approval of the Comprehensive Emergency Management Plan and annual updates.

## **F. Building/Area/College Emergency Coordinators (BEC, AEC, CEC)**

Emergency Coordinators identified for buildings, areas, and colleges are responsible for the pre-planning and activation of plan elements at a local level (e.g. building/area/college specific plans).

## **G. Faculty and Staff**

Faculty members are seen as leaders by students and their staff and should be prepared to direct their students to assembly areas in the event of an emergency. Every member of the Faculty and Staff should be familiar with applicable emergency plans by familiarizing themselves with emergency procedures and

evacuation routes. Faculty and Staff must be prepared to assess situations quickly but thoroughly and use common sense in determining a course of action.

All Faculty and staff are responsible for emergency preparedness planning for their own work areas and securing their work areas in the event of an emergency. Work areas need to be secured in advance of certain weather systems.

## **X. CAMPUS RECOVERY**

After a disaster when University operations have been shut down, the entire campus environment may be dangerous. The first recovery step begins when the campus and its facilities are secured at the beginning of the incident. Only after the environment is safe can restoration efforts begin, followed by an orderly renewal of normal University operations. Information regarding the University recovery process will be provided to the general public and students through University Relations.

