OSU Emergency Operation Plan (EOP) Overview

- EOP provides incident management framework of how OSU will organize
  - Incidents are planned for/responded to at the lowest level possible
    - Work Unit (Level 1 incident)
    - Colleges/Departments (Level 2 incident)
    - University (Level 3 incident)
  - Roles and Responsibilities of personnel and departments

- Establishes Vice President for Finance and Administration as Emergency Director

- Establishes University Incident Management Team (IMT) for responding to escalating Level 2 incidents & Level 3 incidents

- Directs the IMT to use the Incident Command System (ICS) for response management

- Establishes that College/Department/Work Units have their own EOP and ability to conduct Department Operations during all level of incidents
  - Do not have to organize by ICS, but need a command and control structure to organize College/Work Unit response
  - Work Unit/College EOP and corresponding management will coordinate/integrate with University IMT and EOP for Level 2+ and Level 3 incidents.

- Organizes University planning and response roles into 18 Emergency Support Functions (ESF) to ensure depth of planning for commonly identified response needs

- Establishes Appendices/Annexes to provide incident specific plans or additional reference information for University IMT planning/response. (These documents are under development.)
  - Appendix A Hazard Analysis
  - Appendix B Emergency Support Functions
  - Appendix C NIMS and ICS
  - Appendix D OSU Radio Systems
  - Annex ____ Modification of University Operating Hours During an Incident
  - Annex ____ Hazardous Material Response
  - Annex ____ Bodily Fluid Response
  - Annex ____ Flooding
  - Annex ____ Death or Serious Injury Response
  - Others TBD

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OREGON STATE UNIVERSITY

UNIVERSITY
and
CORVALLIS CAMPUS
EMERGENCY
OPERATION PLAN

January 2017

Letter of Promulgation

Oregon State University (OSU) is committed to the continued delivery of world-class programs and graduates. The Oregon State University Emergency Operation Plan (EOP) guides OSU's all-hazards emergency response with the goal of minimizing the negative impacts an emergency may have on University operations.

This document provides a management framework for responding to incidents that may threaten the health and safety of the people of the Oregon State University community, or that disrupt its programs and operations. The plan also guides all phases of emergency management and coordination operations as OSU works to protect people and property, while maintaining the primary mission of the University.

This plan and the contents within shall apply to all University personnel participating in mitigation, preparedness, response, and recovery efforts. OSU expects individuals, Colleges, Departments, and other Work Units to develop their own plans to organize before, during, and after a disaster. Furthermore, organizations tasked with supporting EOP roles shall 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 will use the National Incident Management System (NIMS) principles to guide emergency planning response. As part of NIMS, the Incident Command System is OSU's basis for managing University-level responses and to provide a chain of command that establishes authority for response management and support.

This EOP is approved by senior administration and made available to all OSU partners, internal and external to the University.

1/4/2016

Michael Green — Date

Interim Vice President for Finance and Administration

04 January 2016

Ron Adams — Date

Interim Provost and Executive Vice President

Approval and Implementation

The OSU Emergency Operation Plan (EOP) was prepared to maintain a viable all-hazards response capability and to establish a comprehensive approach to emergency management across a spectrum of activities.

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 public or private University-sanctioned activities.

The University's Vice President for Finance and Administration, acting through the Emergency Preparedness Manager, shall be responsible for plan oversight and coordination with applicable stakeholders. This EOP is based on the "all-hazards" concept, which plans for natural and man-made disasters and incidents while following the National Incident Management System (NIMS) guidance. The plan is flexible in that either specific parts or the entire plan may be activated, based on the emergency and decisions by University senior leadership.

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 authorities listed below.

Approved:

1/4/16

Michael Green Date
Interim Vice President for Finance and Administration

04 January 2016

Ron Adams Date
Interim Provost and Executive Vice President

Record of Revisions

Date	Changes
1/2017	OSU EOP completely revised, to include incorporation of ESF functions

Record of Distribution

Recipient	Version
OSU Emergency Preparedness Web Page - Plans	Electronic
OSU Emergency Operation Center	Paper
OSU Mobile Emergency Operation Center	Paper

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SECTION I: BASE PLAN

A. Purpose

The Emergency Operation Plan (EOP, or "the Plan") outlines Oregon State University's (referred to throughout as "OSU" and "the University") approach for managing major incidents that may threaten the health and safety of the University community or disrupt its programs and operations. The EOP identifies the Colleges, Departments, Work Units, and individuals that are directly responsible for emergency response and critical support services, and it provides a management structure for coordinating and deploying essential resources.

At the University, planning for emergencies is considered a part of normal business planning. All members of the OSU community, including faculty, staff, and students, share a responsibility for preparedness and response. An emergency can strike anytime or anywhere and could affect anyone. Therefore, all employees and students have a personal responsibility for knowing what to do before, during, and after an emergency to protect their safety, their property and their work.

In order to ensure that employees and students understand their role in emergency planning and response, the University maintains a comprehensive emergency preparedness program, which serves to mitigate potential hazards and familiarize students and employees with emergency procedures.

The Emergency Operation Plan shall be written, reviewed, and amended by the University Emergency Management Steering Committee ("Steering Committee"). The Steering Committee provides general oversight for the entire emergency planning process and it meets regularly to address ongoing preparedness, response, and recovery issues.

B. Scope

This Plan and all contents apply to all University personnel participating in mitigation, preparedness, response, and recovery efforts. It outlines the expectations for University personnel, their roles and responsibilities, emergency direction and control systems, and communications during the University's response to a range of natural and manmade emergencies. This EOP also outlines how the Plan will be sustained and updated over time.

This Plan uses an "all hazard" approach and thus applies to a broad range of emergency incidents. The EOP may be activated during:

- Earthquakes
- Hazardous material releases
- Floods

- Fires or explosions
- Extended power outages
- Mass casualty incidents
- Infectious disease incidents
- Hostile person incidents

C. Situation Overview

OSU's operations encompass faculty, staff and students of varying numbers engaged in a wide range of activities at numerous locations, as they support the mission of OSU. The University has a personnel presence in all 36 Oregon counties; at multiple campuses (the main campus in Corvallis, the Hatfield Marine Science Center in Newport, OSU-Cascades in Bend, plus educational operations at Eastern Oregon University, and in the city of Portland); and it 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, mitigation, response, and recovery in its emergency management efforts. These four principles are applied on a daily basis in planning and work implementation.

Areas of emergency management integration with local agencies include:

1. <u>Hazard Analysis</u>

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

   For specific College or Campus hazard analysis (including the Newport and Bend campuses), please refer to that specific College/Department/ Campus Emergency Operation Plan. A summary hazard analysis for the Corvallis Campus (detailed in Appendix A) reflects the top five hazards as:

   - Earthquake/Tsunami
   - Electrical Failure
   - Loss of water
   - IT Data Failure

- Aircraft collision with building

The summary of the OSU Corvallis Campus hazard analysis is located in Appendix A.

2. Capability and Mitigation

OSU campuses work frequently with their local city and county jurisdictions to assess the response capabilities to the most likely hazards, and collaboratively develop response plans accordingly.

- University campuses and properties are dependent upon local agencies for fire and rescue, EMS, law enforcement, bomb squad, hazardous material response, and medical care. The OSU Corvallis Campus has contracted with the Oregon State Police to provide on-campus law enforcement and incident/event management.

- The University maintains a Hazardous Material Response capability at the Corvallis campus, which provides initial evaluation and response to campus incidents and also provides support to community HAZMAT response teams if the emergency exceeds OSU's capability.

- 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.

D. Assumptions

The OSU Emergency Operation Plan is based on several planning assumptions and considerations:

- Any employee or Work Unit of OSU may be tasked to assist during a response.
- Incidents are managed at the geographic, organizational, and/or jurisdictional level that is closest to the incident, and expands as additional support is needed.
- External resources may be requested to assist the University if the nature of the incident overwhelms local capability.
- Local 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.

- University officials and representatives recognize their responsibilities for the safety and well-being of students, faculty, staff, and visitors, and assume their responsibilities in the implementation of this EOP.
- The fire departments will respond where support agreements or mutual aid agreements exist.
- 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.
- Other University agencies or system components operating on the campus shall coordinate their emergency actions with this EOP.
- For worst-case situations (i.e.: 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 location;
    - Contact with families and homes may be interrupted;
    - People may be stranded at the University, unable to leave or reach home;
    - 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 the highest priority for the campus Emergency Operation Center.

E. Concept of Operations

Oregon State University'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/Work Units will generally parallel normal day-to-day functions or operations. 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. The efforts that would normally be required for those functions may be redirected to the accomplishment of emergency tasks by the department, division, or agency concerned.

OSU's Emergency Operation Plan 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, located in Appendix B.

Other response plans are listed as Annexes to this EOP. In some cases 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 C.

OSU subscribes to the philosophy that emergencies are to be handled at the level closest to the incident. Therefore, each College/Department/Work Unit is responsible for having its own College/Department Emergency Operation Plan (sometimes known as an Emergency Action Plan). The College/Department EOP identifies department-level procedures for preparation, response, and recovery in the event of an emergency. It outlines responsibilities for the performance of functions that are essential for the protection of life, property and research of that particular College/Department/Work Unit. OSU provides a template for College/Department/Work Unit plans (located on the OSU Emergency Management website http://emergency.oregonstate.edu/plans) and assists department-level administrators and managers in developing their specific plans.

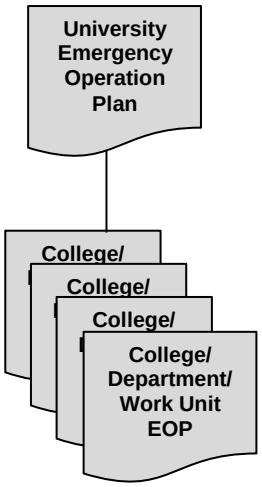


Figure 1. Plan

The College/Department/Work Unit EOP incorporates how the unit will internally organize their emergency program, where they will establish a Department Operation Center, and organizes responses to common emergencies that staff and students could encounter while at OSU. Topics covered in department-level Emergency Operation Plans include: evacuation, shelter in place, inclement weather, hostile worker, active shooter, etc.

Colleges/Departments/Work Units are encouraged to designate personnel that may be expected to report to work during incidents or emergencies, referred to as *Essential Employees*. OSU's Office of Human Resources can provide details about the Essential Employee designation.

In addition, each employee and student is encouraged to create a personal emergency action plan. This plan should outline actions to complete while responding to an emergency, including communications with friends and family members, where to go in the event of an emergency, and what actions to take during the recovery process. Employees and students should keep in mind that, depending on the type of emergency, access to off-campus resources, including land-line and mobile communications, may be inaccessible.

F. Response Plan Priorities

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

- Save and Protect lives
    - Responders
    - 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 Emergency Operation Center.
- Preserve and resume teaching and research programs

G. Plan Activation

When an incident occurs, an Incident Commander is identified from the affected work unit or the first-responding agencies. Typically, this person is at the local or field level with direct control of response resources to the incident. The location where the Incident Commander is located is designated as the Incident Command Post.

The Incident Commander is responsible for implementing the Incident Command System and conducting immediate response operations. If the local response requires support from the College/Department/Work Unit, a Department Operation Center may be activated to support response and communication activities between the Incident Commander, the College/Department/Work Unit, and the rest of the University. The Incident Command Post and the Department Operation Center are frequently co-located for efficiency.

As the complexity of the incident increases or as consequences expand to impact other University operations, the Incident Commander may request activation of additional portions of the OSU's Emergency Operation Plan to assist with these impacts. The activated roles or duties could operate within the Incident Command Post, at an off-scene location (i.e. Emergency Operation Center) or virtually from people's normal work locations. If multiple Incident Command Centers and/or Department Operation Centers are in operation, a University-level Emergency Operation Center may be activated to provide centralized resource support and information coordination between field and overall University operations.

If the incident is large enough or response resources are scarce, the University-level Emergency Operation Center could assume direct control of all response operations, performing Incident Command duties at the University level. In this case, Department Operation Centers would still continue to function to facilitate communication for their

College/ Departments/Work Units and interaction with the University-level Emergency Operation Center.

OSU's Emergency Preparedness Manager (acting on behalf of the Vice President for Finance and Administration) will be contacted as the incident is developing, in order to facilitate incident response expansion and communication with other OSU resources. The Emergency Preparedness Manager will obtain a briefing from the Incident Commander of the nature of the incident and assessment of the situation. The Emergency Preparedness Manager will then brief OSU's Vice President for Finance and Administration, other senior administration, and Emergency Operation Center leaders as needed.

To assist in planning and determining response structures, OSU has identified three Incident Levels and responses:

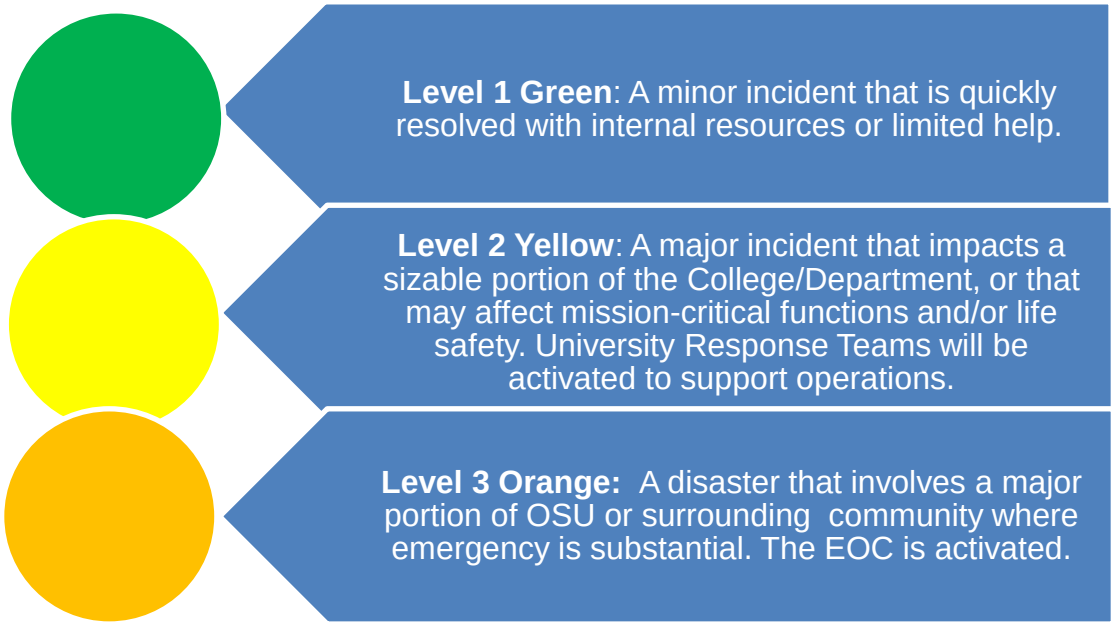


Figure 2. Levels of Emergency

Table 1. Emergency Levels and Response

Activated by		Level	Definition	Action
Field	**EOC**			
ICP	No	1 Green	• A minor incident. College/Department/Work unit resources are sufficient to respond to incident. • None or minimal impact to overall University operations	• College/Department/Work Unit responds to incident by designating IC. • IC may open an ICP • IC may consult with other university resources
ICP and/ or DOC	Virtual or Partial	2 Yellow	• An incident that impacts a portion of campus operations or that may affect life safety or mission critical functions of the University. • IC is typically from Public Safety, Facilities Operations, Environmental Health & Safety, or Work Unit (Athletics, UHDS, Student Health Services, Dixon Rec, etc.) • Affects College/Department/ Work Unit by causing modification to daily operations and re-direct of unit resources to respond.	• University or College/ Department/Work Unit requests a campus IC. • IC may open an ICP • IC may direct the opening of a DOC to support College/Department/ Work Unit operations. • IC requests/utilizes other university resources • IC informs Emergency Manager • Emergency Manager liaisons with IC/ICP to assist with support • Emergency Manager or IC may activate portions of the EOC
ICP DOC	Full	3 Orange	• A major incident that involves the majority of University operations and surrounding community. College/Department/Work Unit cannot perform their daily operations over a several day period. • The effects of the emergency are wide-ranging and complex. • A timely resolution of disaster conditions	• ICPs are activated • DOCs are activated • EOC is activated • Normal University operations are curtailed or suspended • EOC coordinates with outside agencies • Outside resources may be needed to conduct incident response

Table 1. Emergency Levels and Response

Activated by		Level	Definition	Action
Field	EOC			
			requires University wide cooperation and extensive coordination with external jurisdictions. • University may have to be self-sufficient for up to 96 hours.	

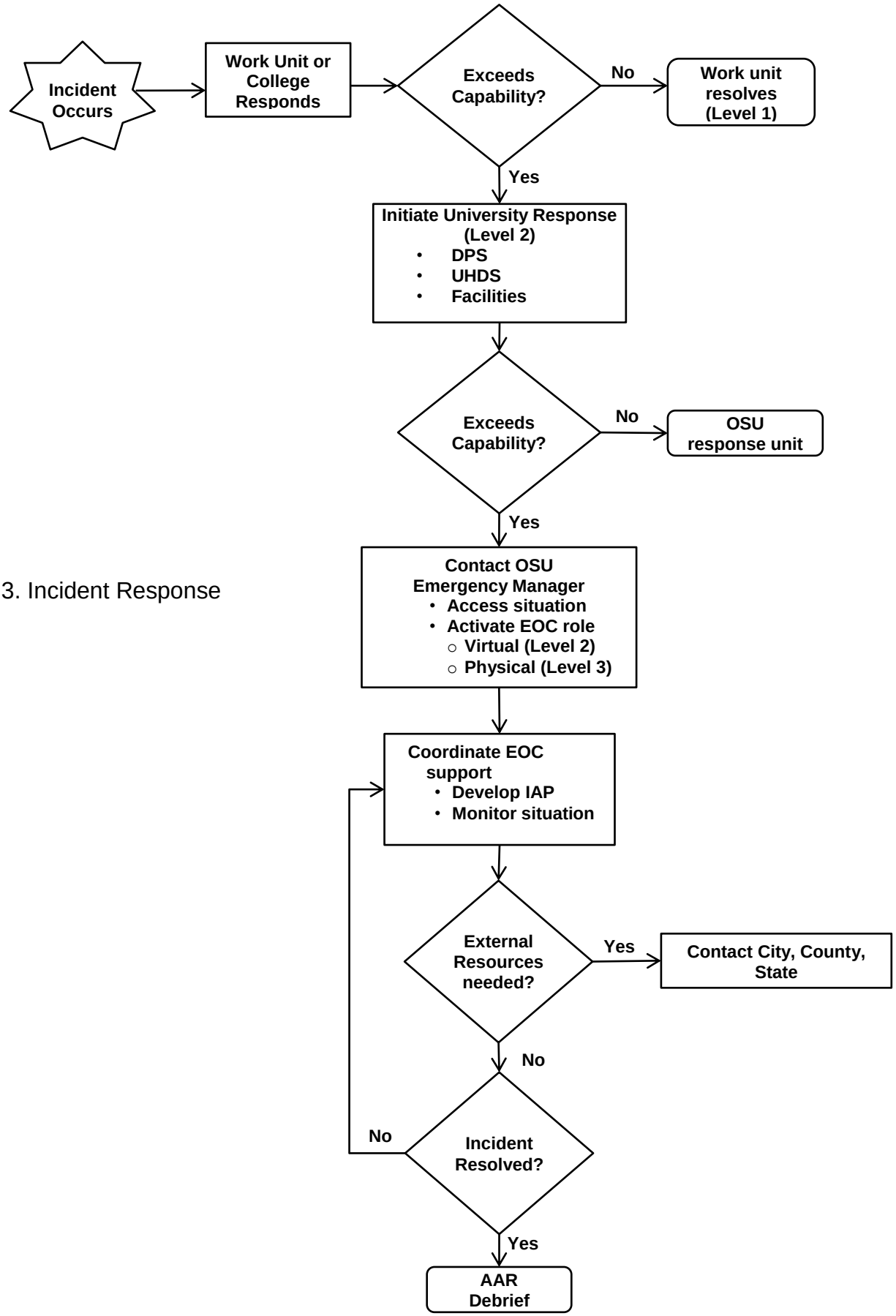


Figure 3. Incident Response

H. Emergency Plan Authorization

The University's designated Emergency Management Director is the Vice President for Finance and Administration (VPFA), who is the responsible authority for coordinating emergency measures. For day-to-day implementation, these responsibilities are delegated to OSU's Emergency Preparedness Manager. If the VPFA is not available during an incident, the order of succession is:

1. Associate Vice President of Finance and Administration
2. Director of Budget and Fiscal Planning
3. Associate Vice President of Capital Planning and Facilities Services

I. Outside Request for Assistance

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

- If the Emergency Operation Center is not activated, then requests will be routed through the normal business operations process.
- If the Emergency Operation Center is activated, requests for support will be sent to it for processing and coordination. Depending upon the incident, the request may be forwarded to the Incident Command Post or 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. Response Organization

1. Agency Administrator

   OSU's Vice President for Finance and Administration is designated as the Agency Administrator to make decisions, provide direction, and interact directly with the Incident Commander on behalf of the OSU's Executive Policy Group (see #3 for details).

2. Vice President for Finance and Administration

   OSU's Vice President for Finance and Administration (VPFA) is responsible for the overall emergency management program and emergency operations for the University. Upon the activation of the Emergency Operation Center for a University incident, the VPFA may either delegate or assume the role as Emergency Operation Center Manager or Incident Commander.

3. Policy Group and Executive Policy Group

   Oregon State University's Policy Group is comprised of the members of the OSU President's Cabinet. The Policy Group provides policy guidance, overall mission, strategic direction, and authority to the Incident Commander for on-scene operations.

   The Executive Policy Group is a sub-unit of the Policy Group; it is empowered to make decisions for the University during incidents that don't require the full involvement of the Policy Group. The Executive Policy Group is comprised of the OSU Executive Leadership Team (consisting of the Provost and Executive Vice President, the Vice President for University Relations and Marketing, and the Vice President for Finance and Administration). During an incident, the Executive Policy Group will work with the President's Cabinet and community leaders to provide guidance and direction to the Emergency Operation Center Manager or Incident Commander.

   The Policy Group and Executive Policy Group:
   - Focus on the impact to the institution;
   - Provide direction in implementing policies;
   - Oversee and support the Incident Management Team;
   - Inform stakeholders and college community members through notifications and updates.

4. Incident Management Team

   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.

5. University Colleges and Departments

   University Colleges and Departments support emergency response operations through performance of their normal roles and responsibilities. When called upon, University Colleges/Departments will activate emergency personnel and implement appropriate response actions as identified in the Plan, or as directed by the Incident Commander, the Emergency Operation Center, or the VPFA.

6. Emergency Support Functions

   Emergency Support Functions (ESFs) organize response planning, resources, and response capability for the Emergency Operation Center or field Incident Command Post for use during response operations. Emergency Support Functions are assigned to Departments, which are responsible for ensuring that ESF capability is developed and maintained. These functions, listed below, parallel State and Federal ESFs. At OSU, Emergency Support Functions are combined across different departments to create a comprehensive capability to achieve maximum support to the incident response. See Appendix B 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

7. Emergency Management Steering Committee

   Members of the University Emergency Management Steering Committee ("Steering Committee") review all plan documents annually, and meet regularly to provide general oversight for emergency response-related policies and procedures. The Steering Committee is chaired by the OSU Emergency Preparedness Manager; it is comprised of, at a minimum, members of the Incident Management Team (see #4 for details).

8. Incident Command System

The Incident Command System (detailed in Appendix C) defines the University's response to incidents, including these considerations:

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

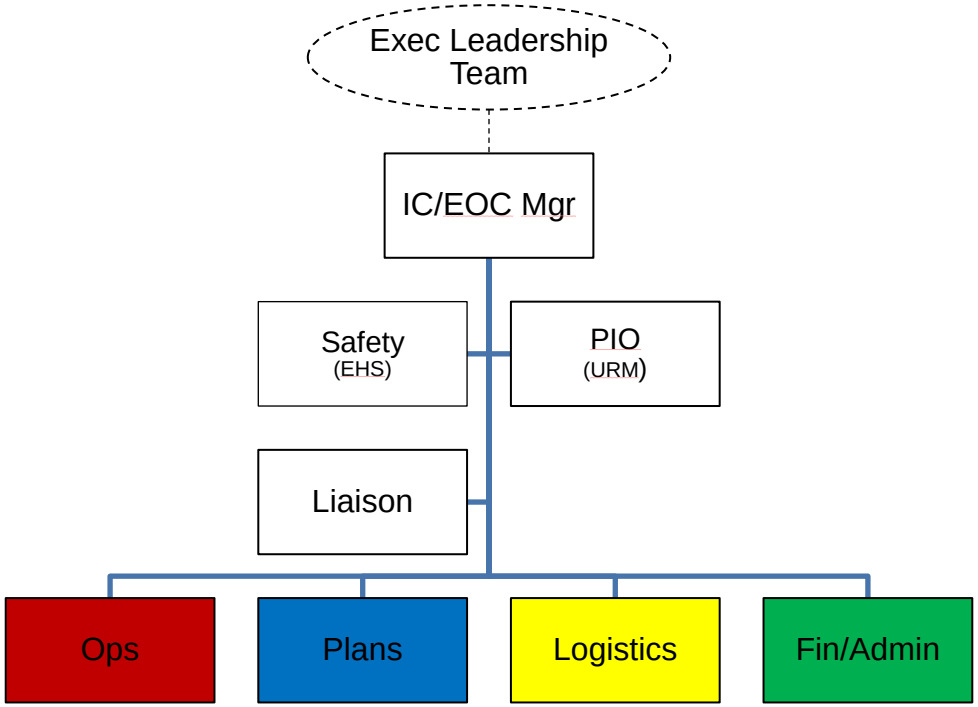
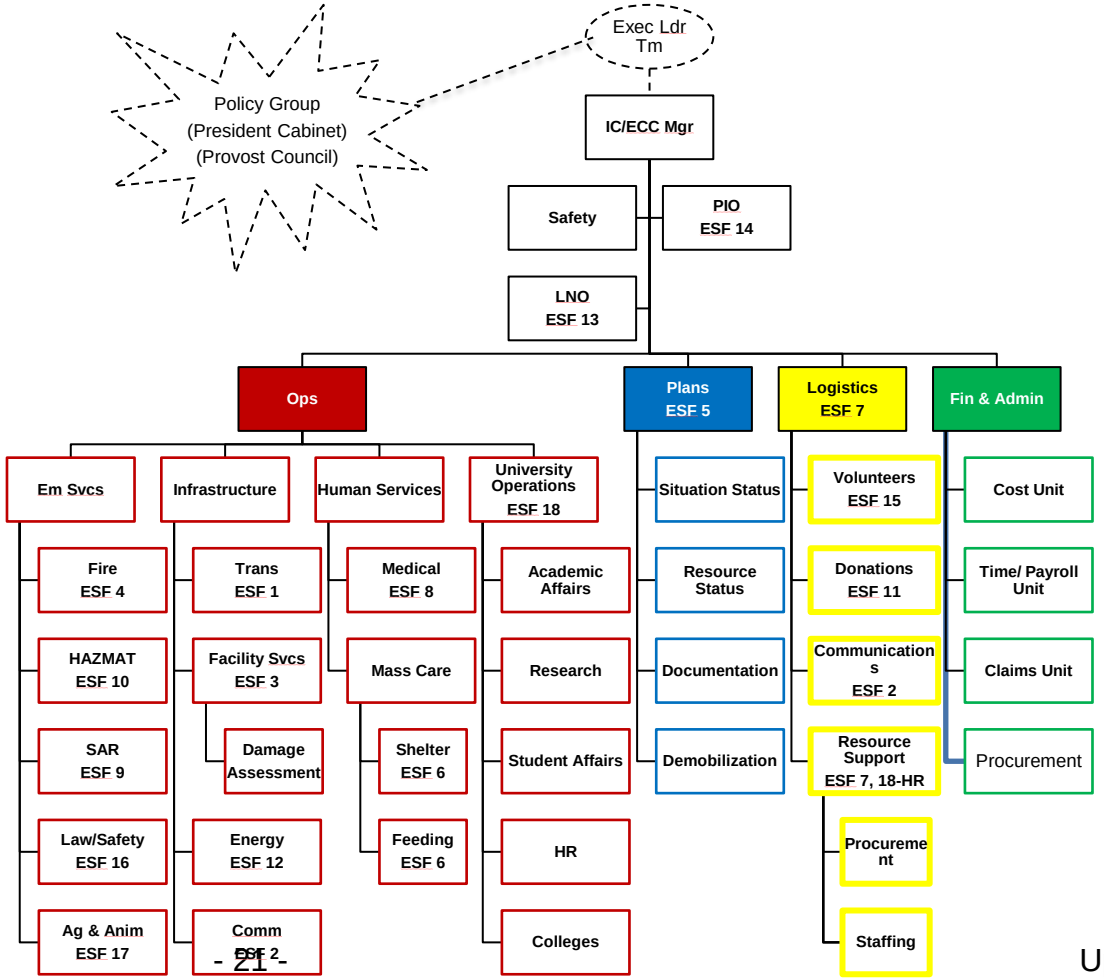


Figure 4: Incident Command System Structure

9. Emergency Operation Center

- The Emergency Operation Center, described in Section G above operates within the following parameters:
- Implemented for expanded and/or large scale incidents;
- To staff the Emergency Operation Center, the Incident Management Team is augmented by personnel responsible for Emergency Support Functions;
- Only those portions of the Emergency Operation Center needed for the size of the event will be implemented.

Figure 5: Emergency Operation Center Structure



K. University Position Roles and Expected Actions

An incident can be discovered and reported through multiple pathways – an observer reports it to a supervisor, an alarm is activated, the Facilities Services Work Center is notified, an outside agency reports it to OSU, the OSU Dispatch is notified, etc…

Upon learning of an incident occurring on University property or involving its personnel, the following position roles and actions should guide implementation of this Emergency Operation Plan:

1. Agency Administrator

    - OSU's Vice President for Finance and Administration, delegated as the Agency Administrator, is the authority that works on behalf of the Executive Policy Group to make emergency response decisions.

2. Vice President for Finance and Administration

    - Serves as the University's Emergency Management Director, responsible for directing all emergency measures within the University.
    - If the situation warrants activation of the Emergency Operation Center (EOC), the University's Emergency Management Director may assume or delegate the role of the EOC Manager.

3. Emergency Operation Center Manager

    The Emergency Operation Center Manager is responsible for coordinating and collaborating with local off-campus jurisdictions upon activation of the Emergency Operation Center.
    - If the incident does not require activation of the Emergency Operation Center, Emergency Management Director may designate OSU's Emergency Preparedness Manager as the Incident Commander for incident resolution.

4. University Relations and Marketing (URM)

    - Serves as Public Information Officer (PIO) for the Incident Command System;
    - Provides support and resources to the Incident Commander as requested;
    - Assists with Emergency Operation Center readiness, if activated;
    - Staffs positions in the Emergency Operation Center, as needed.

5. Director of Public Safety

    - Serves as Operations Section Chief for security incidents;
    - Serves as Incident Commander for Level 2 events, if needed;
    - Provides support and resources to the Incident Commander as requested;
    - Assists with Emergency Operation Center readiness, if activated;

- Staffs positions in the Emergency Operation Center as needed.

6. Director of Facilities Services

   - Serves as Operations Section Chief for facility related incidents;
   - Serves as Incident Commander for Level 2 events, if needed;
   - Provide support and resources to the Incident Commander as requested;
   - Assists with Emergency Operation Center readiness, if activated;
   - Staffs positions in the Emergency Operation Center, as needed.

7. Director of University Housing and Dining Services

   - Serves as Incident Commander for UHDS properties and incidents;
   - Serves as Incident Commander of the OSU Incident Management Team, if needed;
   - Provides support and resources to the Incident Commander as requested;
   - Assists with Emergency Operation Center readiness, if activated;
   - Staffs positions in the Emergency Operation Center as needed.

8. College Deans/Department Heads

   - Develop and maintain a Department Operation Center capability, in order to organize resources and incident response within their work area of responsibility;
   - Consolidate requests for information to and from the University Emergency Operation Center, as needed;
   - Maintain the integrity of normal work crews whenever possible;
   - Support the activation of the OSU's Emergency Operation Plan, as appropriate, from the onset of notification of an incident;
   - Retain administrative and policy 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 Emergency Operation Center;
   - During the incident response, formulate plans to provide adequate time for personnel and crew rest, while maintaining continuous relief efforts (initial reaction to a major incident may require extended operations with work crews operating in shifts);
   - Upon activation of the Emergency Operation Center (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). If managing personnel efforts from a Department Operation Center, the Department Head / manager will send a liaison to the University's Emergency Operation Center.

9. All Supervisors

   - Supervisors at all levels must continually emphasize the safety of students, faculty, staff, visitors, and the public.

10. Incident Command Post

    - For incidents where the Emergency Operation Center is not activated, requests for additional resources and coordination with other jurisdictions/agencies will be handled at the Incident Command Post, coordinating with University Public Safety Dispatch, Facilities Services or the Emergency Management Director, as appropriate.
    - In the event of Emergency Operation Center activation, requests will be made in accordance with the EOC Guidelines.

L. Direction, Control and Coordination

1. Emergency Operation Center (EOC) and Incident Command Post (ICP) Interface

   A clear division of responsibilities between the Incident Command Post and the Emergency Operation Center (when activated) during an emergency is critical to an effective and timely operation. The division of responsibilities outlined here may be modified based upon unique specific incidents and operations.

   If an incident warrants additional resources, the University Emergency Management Director or Incident Commander would initiate activation of the Emergency Operations Center (EOC). Upon activation of the EOC for a University incident, the University Emergency Management Director, or designee, may serve as the Emergency Operations Center Manager (see Section H).

   OSU has responsibility for emergency disaster operations within its jurisdiction. Other local government agencies responding to a request for assistance will normally be under the authorities granted by their jurisdiction; however, they may form a Unified Command with the OSU Incident Commander at the incident scene.

2. Incident Command Post (ICP)

   An Incident Command Post is located within safe proximity to the emergency site and is generally responsible for incident response management as follows:

   - Serves as a temporary field location for tactical-level on-scene incident command and management.
   - Acts as on-site headquarters for the incident command organization (Incident Commander, Command Staff, and General Staff).

- Serves as a field collection point for tactical intelligence and analysis.
- Conducts all operations using the Incident Command System (ICS).
- Is typically established prior to activation of the Emergency Operation Center.
- Provides the initial securing of the perimeter of the area, coordinates the actions of the operating units, and remains operational during the field actions (rescue, response, recovery, etc.) phases, as required.

3. Incident Commander or Unified Commanders:

- Coordinate the actions of community response units to the scene, using a Unified Command System.
- Several Incident Commanders are pre-designated, depending upon the level of incident. When working with City or County responders, a Unified Command will be formed, with the OSU response agency providing the interface with the rest of the University while the City/County responders focus on the incident scene response.
- Command all field activities, with the authority to direct all on-site incident activities within the University's jurisdiction.
- Establish an Incident Command Post; provide an assessment of the situation to the University Emergency Management Director or other officials; identify the necessary incident management resources; and direct the on-scene incident management activities from the command post.
- The first trained emergency responder on-scene will assume the role of Incident Commander until a more qualified individual can assume command.

The Incident Commander will also ensure the following, if applicable to the incident:

- Isolate the incident site and maintain control of the inner and outer perimeters.
- Establish tactical communications and designate a primary radio channel.
- Facilitate tactical planning and contingency planning.
- Brief first-responder personnel.
- Designate a staging area for supporting agencies.
- Ensure documentation of tactical decisions and activities.
- Provide situational updates to the Emergency Operation Center or designee at regular intervals, if activated.
- Approve requests for additional resources or for the release of resources (demobilization) through Public Safety Dispatch or the Emergency Operation Center, if activated.
- Approve additional alerts as needed.
- Establish immediate priorities.
- Coordinate any specific transportation issues (such as helicopter landing zones, EMS locations, morgue location, etc., as appropriate).
- Determine security boundaries.

- Notify Public Safety Dispatch or Emergency Operation Center (if activated) of needs, including personnel recall from other departments, as required.
- Perform other duties as required by the situation.
- Approve emergency public information messaging prior to release by Public Information Officer.
- Participate in the After Action Review Process.

4. Emergency Operation Center (EOC)

Upon activation, the Emergency Operation Center becomes the centralized communication and coordination facility to support the OSU emergency response. The EOC is key to successful coordinated efforts and is responsible for supporting the Incident Commander(s) and consequent management actions. More detailed information may be found in the *OSU Emergency Operation Center Plan*.

The Emergency Operation Center, if activated:

- Serves as the central meeting and gathering location for critical management and support personnel, and serves as the incident support operations and resource center.
- Facilitates the flow of communication and coordination of activities between the different operating agencies, different levels of government, University administration, and the public.
- Supports the Incident Commander by mobilizing and deploying resources as requested.
- Assembles accurate information about the incident and provides situational analysis.
- Issues community-wide warnings and alerts.
- Provides public information services and coordinating activities with the on-scene Public Information Officer (PIO) and the Joint Information Center, if established.
- Communicates and implements policy-level decisions from the Policy Group.
- Organizes and implements evacuation.
- Coordinates traffic control beyond the incident scene.
- Obtains local, state, and federal assistance as needed.

Emergency Operation Center Locations Include:

- The Primary EOC:
  - Cascades Hall, 2nd Floor Conference Room, 601 SW 17th Street, Corvallis
- The Alternate EOC:
  - Located as needed
- The Mobile EOC (MEOC)
  - A dual-axle trailer that can be moved to any location on campus

M. Information Collection, Analysis, and Dissemination

Not used

N. Communication

1. Notification and Warning

   Timely warnings of emergency conditions are essential to preserve the safety and security of the University community and are critical 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. Detailed information on communications for first responders may be found in Appendix D: OSU Communication.

3. Emergency Public Information

   The Division of 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.
   - OSU will consider when to create and staff a call center to handle the anticipated volume of non-emergency calls related to the incident.
   - Call centers may also be a resource in helping to control rumors.
   - Call centers will only release information that has been approved by the Incident Commander and the Vice President for University Relations and Marketing.

O. Administration, Finance, and Logistics

1. Business Affairs

   The Finance and Administration Section Chief will 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, work units, departments, etc..) will follow established (either pre-established or established during the incident) daily tracking mechanisms or the project number that is assigned for the incident.

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

P. 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 Preparedness 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 changes to the EOP shall be reviewed and approved by OSU's Vice President for Finance & Administration. Substantive changes between annual review periods (such as changes in roles or responsibilities) will prompt notification to EOP stakeholders (Executive Leadership team, Steering Committee, etc..). Minor edits such as grammar or spelling changes will require no notification.

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 does not constitute a major base 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 ensuring key staff members have the opportunity to attend EOP training and exercise activities.

Q. Testing, Training, and Exercise

Exercises compliant 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 shall be conducted when any of these events occur:

- Activation of the Emergency Operations Center;
- Death of an employee, student or visitor on campus;
- 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 After Action Review by the Emergency Management Director, Emergency Manager, Chief Risk Officer, Department of Public Safety, Oregon State Police–OSU Detachment, Facilities Services, University Housing and Dining, and/or the Office of Student Affairs.

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.

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

R. Authorities and References

The organizational and operational concepts set forth in these guidelines are promulgated under 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 (TBW)

- OSU Crisis Communication Plan.
- OSU Infectious Disease Response Plan

Appendix A
Hazard Analysis

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	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	Vulnerability to research operations (3) High risk (2) Medium risk (1) Low risk	Vulnerability to academic operations (3) High risk (2) Medium risk (1) Low risk	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	Assessment Score = Occurrence * H&S * Research * Academic * Property

	Probability of Occurrence	Impact to Health and Safety	Impact to Research	Impact to Academics	Impact to Infrastructure	Score
Fire Emergencies						
Minor Fire - 1 room	2	2	1	1	1	4
Major Fire - 3 or more rooms	1	3	2	2	3	36
Explosion	1	3	2	2	2	19
Medical Emergencies						
Death/Homicide	2	3	1	1	1	7
Injury	4	1	1	1	1	4
Food Poisoning	1	2	1	1	1	9
Mass Casualties	1	3	2	2	1	10
Disease Outbreak	1	3	2	2	1	23
Odors	3	2	1	1	1	8
Animal	2	1	1	1	1	2
Hazardous Materials						
Material Release (air)	2	2	1	1	1	6
Spill/Exposure	2	1	1	1	1	7
Radiation Exposure	1	1	1	1	1	3
Asbestos Release	1	1	1	1	1	5
Biological exposure	2	2	1	1	1	4
Transportation Accidents						
Automobile Accident	2	1	1	1	1	3

	Probability of Occurrence	Impact to Health and Safety	Impact to Research	Impact to Academics	Impact to Infrastructure	Score
Aircraft Collision with Building	1	4	2	2	2	**59**
Pedestrians/Bicyclists	3	2	1	1	1	5
Non-road vehicle (Tractor/farm)	1	1	1	1	1	2
Maritime/Aviation	1	1	1	1	1	2
Evacuation						
Sporting Events	1	1	1	1	1	1
Planned Events	2	1	1	1	1	4
Building Evacuation	3	1	1	1	1	5
Shelter-in-place	1	1	1	1	1	2
Natural Hazard						
University Closure	5	2	2	2	2	47
Flooding	3	1	1	1	1	7
Ice/Snow Storm	5	2	2	2	1	54
High Wind/Tornado	2	2	1	1	1	12
Earthquake/Tsunami	1	5	3	3	3	**113**
Utilities/Infrastructure						
Telephone/Telecom Failure	2	2	1	1	1	16
Electrical Failure	5	2	2	2	2	**129**
Loss of Water Availability	5	2	2	1	1	**64**
HVAC Failure	3	1	1	1	1	20
Hood Ventilation Failure	2	2	1	1	1	13
IT Failure - Data transmission	3	2	2	2	2	**56**
IT Server Hardware failure	2	2	2	2	2	49
Structural Failure	1	4	2	2	2	45
Threat of Violence						
Bomb Threat	2	2	1	1	1	8
Bomb/Suspicious Object	2	3	1	2	1	15
Campus Violence/Suspicious Person	3	3	1	1	1	14
Weapons	2	2	1	1	1	8
Vandalism	2	2	1	1	1	5
Hostage Situation	1	3	1	2	1	12

	Probability of Occurrence	Impact to Health and Safety	Impact to Research	Impact to Academics	Impact to Infrastructure	Score
Active Shooter/Lock Down	1	4	1	2	2	25
Terrorism						
National/State Level	2	2	1	1	1	6
Local Level	2	3	1	1	1	7
Interpersonal Emergencies						
Sexual Assault	2	3	1	1	1	6
Stalking	2	3	1	1	1	9
Relationship/workplace Violence	2	3	1	1	1	5
Missing Student/Staff	2	3	1	1	1	5
Study Abroad Incident	2	2	1	1	1	3
Suicide	2	3	1	1	1	8

Appendix B
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 ensure 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 Emergency Operation Center 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 students, visitors, staff, and faculty in the event of a fire affecting OSU 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 to psychological first aid/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 Emergency Operation Center 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 providing treatment

- Obtain medicines, medical professionals, and/or supplies for an affected area
- Offer Psychological First Aid
- 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 University
  - 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 University property
- 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

Appendix C
Glossary and Abbreviations

Term/ Abbreviation		Definition
Annex		Usually 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		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 carrying out 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 carrying out 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		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	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.
ICP	Incident Command Post	The field location at which the primary tactical-level, on-scene incident command functions are

Term/ Abbreviation		Definition
		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	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.

Appendix D
NIMS and ICS

To Be Published