EMERGENCY
OPERATION PLAN

April 2021
Approval, Implementation and Promulgation

The following is the Emergency Operations Plan (EOP) for Oregon State University-Cascades (OSU-Cascades). The EOP identifies procedures and responsibilities for the planning and implementation of emergency procedures (including evacuations) for the protection of life and property.

This plan applies to all OSU-Cascades owned or controlled property as well as visitors, staff, students, volunteers or others working in OSU-Cascades buildings or on campus. All OSU-Cascades employees who have a role in Emergency Management are required to become familiar with this plan and follow the plan and supplemental directions provided by the Incident Commander (IC), Incident Management Team (IMT) or the Emergency Operation Center (EOC) during an emergency incident.

This plan has been approved and adopted by the OSU-Cascades Vice President and OSU-Cascades Leadership Team. It will be revised and updated as required. This plan supersedes any previous plan.

It is understood that emergency plans should exist for co-located agencies/building occupants (federal or state); where their plans are absent, this plan will be in effect.

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BLAIR GARLAND DATE
OSU-Cascades SENIOR DIRECTOR OF COMMUNITY RELATIONS AND MARKETING

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ANDREW KETSDEVER DATE
OSU-Cascades DEAN OF ACADEMIC AFFAIRS

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JANE REYNOLDS DATE
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KELLY SPARKS DATE
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SHANE VOUDREN DATE
OSU-CASCADeS DIRECTOR OF PUBLIC SAFETY

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BECKY JOHNSON DATE
OSU-CASCADeS VICE PRESIDENT

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# Record of Revisions

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<td>OSU-Cascades, Manager of I.T. Tania Mahood added/replaced Andrew Wheeler</td>
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<td>OSU-Cascades Bend IT Emergency-after hours phone number added</td>
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Record of Distribution

Copies of this plan are provided to all organizations located within OSU-Cascades. Updates will be distributed as they are developed. Distribution will be electronically, unless otherwise indicated on the following distribution list.

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Introduction

The EOP outlines OSU-Cascades approach for managing major incidents that may threaten the health and safety of the University community or disrupt its programs and operations.

OSU-Cascades is exposed to several natural, manmade, and human caused hazards that can affect the people, property, and programs located on campus. This EOP and IMT concept are used to guide response and recovery efforts to incidents that could occur on campus.

This plan implements the National Incident Management System (NIMS) and its Incident Command System (ICS) concepts as established by the Federal Emergency Management Agency (FEMA). The use of these concepts ensures effective coordination with jurisdictions (City of Bend, Deschutes 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-Cascades personnel when responding to incidents that impact the campus or campus community.

The EOP directs response efforts when university departments and units’ Standard Operating Procedures (SOPs) are insufficient to handle 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 an OSU-Cascades campus level plan separate from the Oregon State University (OSU) EOP in Corvallis. This distinct, but complementary OSU-Cascades plan guides response efforts of OSU-Cascades personnel and resources during an emergency on campus and further specifies its coordination with Corvallis for OSU EOP directed all-campus or Oregon-wide emergencies.

As a result, this plan only applies to the campus property operated by OSU-Cascades and to faculty, staff, students and visitors who are on campus property. Other OSU locations have separate response plans applicable to their operational area of responsibility.
This EOP uses an "all hazard" approach to address the range of hazards that could affect the OSU-Cascades 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/Volcanic activity
- Fires or explosions
- Mass casualty incidents
- Wildfire and/or smoke incidents
- At the discretion of the OSU-Cascades IC

Nothing in this EOP should be considered as restricting to the use of good judgment and common sense in matters not foreseen or covered by this plan.

Nothing in this EOP is intended, or should be construed, as creating a duty on the part of OSU-Cascades toward any party for the purpose of creating a potential tort liability.

C. Situation Overview

Oregon and the campus of OSU-Cascades are subject to natural, manmade, and security emergencies that could occur at any time. The impact of these hazards could range from a minor/temporary disruption of daily operations to catastrophic/long-term disruption of operations with the potential of loss of life. Some of these incidents may be prevented or their impact reduced through mitigation and planning activities. When an emergency or incident does occur, the immediate life safety, initial response, and rapid recovery, will rely solely on the level of preparedness of faculty, staff and students.

OSU-Cascades is a major educational and research element for OSU. Students and faculty live on campus, or within commuting distance of campus. Additionally, OSU-Cascades hosts visitors throughout the year. The population demographic is inclusive of all ages, various levels of mobility, a wide range of disabilities, limited English language skills, and other attributes that require pre-active response planning.

This plan was developed with input from multiple OSU-Cascades partners, including City of Bend, Deschutes County emergency management officials, and OSU officials.

This plan addresses emergency preparedness activities that take place during the four phases of emergency management. The four phases are: Mitigation, Preparedness, Response, and Recovery. OSU-Cascades actively coordinates its emergency management efforts with the Deschutes County Emergency Management Planning Committee (EMPC) led by the Deschutes County Sheriff’s Office (DCSO) and its County Emergency Manager. These four phases are applied on a daily basis in planning and work implementation.
1. **Mitigation**

OSU-Cascades will conduct mitigation activities as part of the emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency situation, or lessen the consequences of unavoidable hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation.

2. **Preparedness**

Preparedness activities will be conducted to develop the response capabilities needed in the event of an emergency. OSU-Cascades will develop 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
- Conducting or arranging appropriate 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

3. **Response**

OSU-Cascades will 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.

4. **Recovery**

When a disaster occurs, OSU-Cascades will carry out 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. The recovery process includes 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

Hazards must be identified and response guidelines developed to ensure the protection of resources before, during, and after emergency situations. Areas of emergency management integration with local agencies include:

1. **Hazard Analysis**

   For hazards facing OSU-Cascades property locations, consultation with the Deschutes County Emergency Management Planning Committee is conducted. County plans typically include: a Natural Hazard Mitigation Plan, a Hazard Mitigation Plan, and/or a Hazard Analysis worksheet.

   For hazards facing OSU-Cascades, consultation with OSU-Cascades Department of Public Safety, OSU and area Threat Assessment Teams, and Bend Police department is conducted. As threats are identified, plans and mitigation actions are identified and implemented.

   A summary hazard analysis for OSU-Cascades reflects the top hazards as:

   **Property**
   - Wildfire
   - Major Fire
   - Earthquake/Volcanic Activity
   - Structural Failure

   **Persons**
   - Disease Outbreak
   - Bomb Threat
   - Active Shooter

   The OSU-Cascades all hazard analysis is located in Appendix B.

2. **Capability and Mitigation**

   OSU-Cascades works with City of Bend and Deschutes County Emergency Management personnel to assess the response capabilities for the most likely hazards (property and persons), and collaboratively develops response plans accordingly.

   - OSU-Cascades is dependent upon local agencies for fire and rescue, EMS, law enforcement, bomb threat, hazardous material response, and medical care. The City of Bend Police Department (BPD) provides on-campus law enforcement response and Bend Fire and Police first responders are responsible for "inside the tape" incident/event management.

   - The Bend Fire Department (BFD) has limited capabilities for Hazardous Material Response outside of individual training and engine stored spill kits. BFD relies on a state-level Hazardous Material Response team based in Salem for significant Hazardous Materials spills/releases.
• Active threat monitoring and response through collaborative Threat Assessment Teams, Student Care Teams, and Student Conduct processes.

• OSU-Cascades maintains contracts and vendor lists to provide supplemental response capabilities in the event of incidents.

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

• Incidents are managed at the lowest level of response possible.
• All departments and resources (staff, space, and equipment) may be utilized during emergency operations.
• The IMT and EOC may be activated to coordinate response actions and resources
• External resources may be requested to assist OSU-Cascades if the nature of the incident overwhelms local capability.
• Local non-OSU-Cascades emergency response resources may not be available in emergency situations affecting the campus.
• Incidents may occur with little or no warning and OSU-Cascades may not be able to disseminate warnings before or after the incident.
• OSU-Cascades 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.
• 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 OSU agencies or system components operating on the campus shall coordinate their emergency actions with this EOP.
• For worst-case incidents (e.g.: earthquake/volcanic activity) impacting OSU-Cascades property/operations, the following assumptions are made:
  o Critical lifelines will be interrupted (water, power, natural gas, communications, information systems, etc.);
  o Local and regional services will be delayed in response or not available for days;
  o Buildings and homes will be damaged;
  o 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-Cascades will need to conduct its own damage assessment;
Communication and information exchange will be the highest priority for the campus EOC.

F. Concept of Operations

OSU-Cascades 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 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 by the IMT to the accomplishment of emergency tasks by the department/division, or unit concerned. As a result, OSU-Cascades has identified “Essential Personnel” who are essential to the continued operations during curtailment or closure of operations. These personnel have been notified of their roles and of expectations to report to work during some emergency situations as outlined in their department’s Business Continuity Plan (BCP).

OSU-Cascades 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 (ESF), located in Appendix C. OSU-Cascades determines the necessary resources and appropriate level of response to an incident by applying the ICS, detailed in Appendix D.

G. Response Plan Priorities

In an emergency situation, OSU-Cascades has identified these general mission goals and priorities to guide responses. The IC (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
  - Child Care Operations
  - Students
  - Faculty/Staff/Visitors
  - Recovery workers
• Protect and preserve OSU-Cascades assets from immediate danger
  o Research
  o Infrastructure
• Prevent damage to the environment, systems and property through active incident management
  o Provide essential services
  o Temporarily assign OSU-Cascades staff to perform emergency work
  o Invoke emergency authorization to procure and allocate resources
  o 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-Cascades Department of Public Safety is the normal centralized initial contact point when an emergency or immediate threat to the campus is identified. If a call for assistance is received by the Deschutes County 9-1-1 Service District, they will dispatch the appropriate City resource and notify the OSU-Cascades Department of Public Safety of the incident. If another OSU-Cascades help desk receives an emergency call (Facilities, Student Life, Enrollment Services, business office, etc.), they should forward the call or information to Public Safety for response.

The OSU-Cascades Department of Public Safety will notify the affected area Point of Contact (POC), based on internal SOPs or guidance documents and the Director of Public Safety. The Director will notify the rest of the Situation Assessment Team (SAT) to respond in person and/or to evaluate the information and decide if the OSU-Cascades IMT and/or EOC is required to be activated and which personnel need to be notified. In major incidents where an IMT member is the first to become aware of a situation, 9-1-1 and/or the Department of Public Safety should still be notified first. Once first responders are notified, the IMT member should then initiate activation of the IMT/EOC themselves to further speed response. See Figure 1 (below) for the initial incident response process (Appendix E).

Depending upon the impact and extent of the emergency, a portion or all of 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 and communicates with deployed field personnel and then communicates with the OSU-Cascades IMT/EOC; ensuring complete incident response coordination at OSU-Cascades. OSU-Cascades incident levels:

  o **Level 1 Green**: A minor incident that is quickly resolved with internal resources or limited help.
  o **Level 2 Yellow**: A major incident that impacts a sizable portion of OSU-Cascades or that may affect mission critical functions and/or life safety. The OSU-Cascades IMT will be activated.
- Level 3 Orange: A disaster that involves a major portion of OSU-Cascades or surrounding community where the emergency is substantial. The OSU-Cascades IMT will be activated.

- Level 4 Blue: A state or OSU-wide disaster that requires coordination across OSU campuses and a response effort directed from Corvallis.
OSU - Cascades Incident Response

Incident Response Priorities:
2. Secure & preserve the University's Assets.
3. Prevent damage to the environment, systems, and property.
4. Preserve and resume teaching and research programs.

Figure 1: Incident Response Flowchart

Incident Levels:
1. Level 1 Green: A minor incident that is quickly resolved with internal resources or limited help.
2. Level 2 Yellow: A major incident that impacts a sizable portion of OSU-Cascades or that may affect mission-critical functions and/or safety. The OSU-Cascades Incident Management Team (IMT) will be activated.
3. Level 3 Orange: A disaster that involves a major portion of OSU-Cascades or surrounding community where the emergency is substantial. The OSU-Cascades Incident Management Team (IMT) will be activated.
4. Level 4 Blue: A state or OSU wide disaster that requires coordination across OSU campuses and a response effort directed from Corvallis.
I. Outside Request for Assistance

Requests to OSU-Cascades 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-Cascades Director of Public Safety or OSU Emergency Preparedness Manager.
- 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 ICP or specific OSU-Cascades department/unit 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-Cascades.

J. Emergency Plan Authorization and Plan Succession

OSU’s designated responsible authority (Agency Administrator) for coordinating emergency management and resources at OSU-Cascades is the OSU-Cascades Vice President. For day-to-day implementation, these responsibilities are delegated to the OSU-Cascades Associate Vice President for Finance and Strategic Planning (AVPFSP) who is assisted in coordinating emergency management by the OSU-Cascades Director of Public Safety and OSU Emergency Preparedness Manager. If the OSU-Cascades Vice President is not available to act as the AA during an incident, the OSU-Cascades order of succession is:

1. Associate Vice President for Finance and Strategic Planning (AVPFSP)
2. Executive Director of Student Success
3. Director of Public Safety

K. Response Organization

1. OSU Policy Group and Immediate Response Group (IRG) (Corvallis-based)

The OSU Policy Group consists of the OSU President and the OSU Cabinet. The Policy Group provides policy guidance, overall mission, strategic direction, and authority to the OSU EOC, through the designated OSU Agency Administrator (AA).

The 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 ensure 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 in order to ensure an aligned response, with other domain leaders engaged depending on the nature of the crisis.

During a Level 4 (Blue) incident requiring an OSU all-campus or state-wide response, the OSU-Cascades AVPFSP will act as a liaison with the IRG in order to receive guidance and direction for the OSU-Cascades IC and EOC.

2. Agency Administrator (AA)

The OSU-Cascades Vice President is designated by OSU as the OSU-Cascades campus AA to make strategic decisions, provide direction, and interact directly with the OSU-Cascades IC for Level 3 (Orange) and below incidents affecting OSU-Cascades.

3. Emergency Management Director / Incident Commander (IC)

The OSU-Cascades AVPFSP is designated as the OSU-Cascades Emergency Management Director, responsible for the day to day oversight of the OSU-Cascades emergency management program and emergency operations. The AVPFSP will liaise directly with the OSU IRG for Level 4 (Blue) incidents. Upon the activation of the OSU-Cascades EOC, the AVPFSP may either assume or delegate the role as IC.

4. Situation Assessment Team (SAT)

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

The SAT consists of:
- The Director of Public Safety
- The Director of Facilities and Operations

5. Incident Management Team (IMT)

The IMT is comprised of employees responsible for operational management during an emergency. Team members are trained in emergency preparedness and response using the ICS. This team:
- Supports the IC;
• 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.

The IMT will, at a minimum, consist of the AVPFSP, the Director of Public Safety, the Director of Facilities and Operations, the Director of Communications, the Executive Director of Student Success, the Director of Business Services and Analytics, and the Dean of Academic Affairs.

6. Emergency Support Functions

Emergency Support Functions (ESF) organize response planning, resources, and response capability for the EOC or field ICP for use during response operations. ESFs 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-Cascades, ESFs are combined across different departments 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
7. Emergency Management Steering Committee

Members of the University Emergency Management Steering Committee review all EOP documents annually, and meet regularly to provide general oversight for emergency response-related policies and procedures. The OSU-Cascades Steering Committee is comprised of, at a minimum, IMT members to include the AVPFSP, the Director of Public Safety, the Director of Facilities and Operations, the Dean of Academic Affairs, the Executive Director of Student Success, and the OSU Emergency Preparedness Manager.

8. 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 Obsidian Hall room 210. This board 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 the Tykeson Hall Library.
  - The tertiary EOC location is the Graduate & Research Center (GRC), room 209.

9. 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-Cascades EOC activities. The EOC manager may also designate support personnel as emergency management staff.

10. 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-Cascades 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 handled at the ICP, coordinating with the IC, the Department of Public Safety, the Facilities and Operations Department or the Emergency Management Director, as appropriate.
- In the event of EOC activation, resource requests will be made in accordance with the EOC’s guidelines.
11. Incident Command System (ICS)

The ICS (detailed in Appendix D) is how the university organizes to manage incidents:
- The ICS is implemented for all incidents;
- The IMT fills specific positions;
- The IMT can add positions as needed to fill the ICS structure;
- Only those portions of the ICS needed for the size of the incident will be implemented.

![Incident Command System Structure](image)

**Figure 2: Incident Command System Structure**

L. OSU-Cascades Position Roles and Expected Actions

1. Vice President
   - Designated as Agency Administrator; the authority that works on behalf of the OSU President to make emergency response decisions, provide direction, and interact directly with the OSU-Cascades Incident Commander on behalf of the OSU President for Level 3 (Orange) and below incidents at OSU-Cascades.
   - Communicates with the OSU Policy Group if necessary.
2. Associate Vice President for Finance and Strategic Planning (AVPFSP)

- Serves as the Emergency Management Director, responsible for the emergency management program at OSU-Cascades;
- Assumes or delegates the role of Incident Commander for Level 2 (Yellow) and higher incidents;
- Liaises with the OSU IRG for Level 4 (Blue) incidents as necessary.
- If the situation warrants activation of the EOC, assumes or delegates the role of EOC Manager.

3. Director of Communications

- Serves as Public Information Officer (PIO) on the IMT;
- Communicates with OSU University Relations and Marketing (URM) as needed;
- Develops and maintains working relationships with and contact details for other local area agency PIOs;
- Provides support and resources to the IC as requested;
- Assists with EOC readiness;
- Staffs positions in the EOC, as needed.

4. Senior Director of Community Relations and Marketing

- Provides support and resources to the IC as requested;
- Assists the PIO as needed;
- Communicates with OSU URM as needed;
- Assists with EOC readiness;
- Staffs positions in the EOC as needed;
- Serves as PIO if the Director of Communications is not available.

5. Director of Public Safety

- Member of the SAT team;
- Serves as Operations Section Chief on the IMT for security incidents or as the Safety Officer for other incidents;
- Provides support and resources to the IC as requested;
- Serves as the OSU-Cascades campus Emergency Preparedness Manager in support of OSU’s Emergency Preparedness Manager.
- Assists the Emergency Management Director / AVPFSP with EOC readiness and management.
- Staffs positions in the EOC as needed.
- Develops and maintains working relationships with local area First Responders (Fire, Law Enforcement, and EMS).

6. Director of Facilities and Operations
o Member of the SAT team;
o Serves as Operations Section Chief on the IMT for facility related incidents or as the Logistics Section Chief for other incidents;
o Provide support and resources to the IC as requested;
o Assists with EOC readiness;
o Staffs positions in the EOC, as needed.
o Develops and maintains working relationships with local area Public Works Departments and Utilities providers.

7. Executive Director of Student Success

o Serves as Plans Section Chief or Deputy Incident Commander on the IMT;
o Provides support and resources to the IC as requested;
o Assists with EOC readiness;
o Staffs positions in the EOC as needed.

8. Assistant Director of Dining and Auxiliary Services

o Provides support and resources to the IC as requested;
o Assists with EOC readiness;
o Staffs positions in the EOC as needed.

9. Assistant Director of Residential Education and Housing

o Provides support and resources to the IC as requested;
o Assists with EOC readiness;
o Staffs positions in the EOC as needed.

10. Director of Business Services and Analytics

o Serves as the Finance and Admin Section Chief on the IMT;
o Provides support and resources to the IC as requested;
o Assists with EOC readiness;
o Staffs positions in the EOC as needed.

11. Office of the Dean of Academic Affairs

o Supports emergency response operations through performance of their normal roles and responsibilities. When called upon, the Dean’s Office will activate essential personnel and implement appropriate response actions as identified in the Plan, or as directed by the IC, the EOC, or the AVPFSP;
o Retains 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 IC or the EOC;
o Staffs positions in the EOC as needed.
Upon activation of the EOC, Academic personnel assigned to the EOC will direct the efforts of their units from within the EOC (unless advised otherwise), acting in accordance with their respective guidelines for emergency operations or SOPs (if applicable).

12. All Supervisors and Departments

- Supervisors at all levels must continually emphasize the safety of students, faculty, staff, visitors, and the public.
- Departments create and maintain a Business Continuity Plan and list of “Essential Personnel” as outlined in Annex A.
- Provides support and resources to the IC and EOC as requested;
- Staff positions in the EOC as needed.

M. Decision Making

1. Immediate Actions

When an incident occurs, each individual is responsible for the immediate life safety response for themselves and personnel under their care. This includes but is not limited to: calling 9-1-1 / Public Safety, evacuating the immediate area, activating the fire alarm, and (depending upon level of training) providing first aid, extinguishing fires, and administering an Automatic External Defibrillator (AED). The first person to discover an emergency situation is the initial IC until relieved by a more competent authority (i.e. Public Safety or local first responders (Fire, Police, and EMS)).

2. Decision Authority Levels

The severity of the incident (outlined in Section H above) will determine the level of response required. Higher level incidents will require higher levels of approval for the use of resources or changes to campus status. In order to facilitate a more rapid response to emergency situations, vested decision authority levels are outlined below (Appendix F).
3. Unified Command and Response to Level 2 Yellow (and Higher) Major Incidents on Campus.

OSU-Cascades follows the NIMS / ICS protocols to respond to emergency incidents. OSU-Cascades will pursue a Unified Command structure with local (State, County, Municipal) authorities per the ICS to effectively manage major incidents on the Cascades campus when area Public Works, Fire, Law Enforcement, or EMS services are involved in the response. The OSU-Cascades EOC will be focused on support to these local first responders and continuity of campus operations following the incident. OSU-Cascades will defer control of the ICP to local first responders for “inside the tape” tactical response to incidents occurring on the campus and assist as capability permits.

N. Communication

1. Notification and Warning

Timely Warnings of emergency conditions are essential to preserve the safety and security of the Cascades campus 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 (Annex D).

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-Cascades maintains a mix of capabilities to communicate with its responders: OSU RAVE Alert, email, telephone, texts, social media, website, call centers, and radios.
3. Emergency Public Information

The Director of Communications / OSU-Cascades PIO has primary responsibility for communications efforts during an emergency. Detailed information on emergency public information may be found in the OSU-Cascades Communication Plan (Annex B).

4. Call Center Communications

- During an incident, OSU-Cascades 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 main campus numbers may quickly exceed the system's capabilities.
- The IC, EOC, or AA 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 IC.

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. The business office 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 and 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 reimbursable, the amount of hours worked in responding to incidents may be used to “match” requirements for federal aid. Supervisors, managers, and other OSU-Cascades 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 EOP 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-Cascades EOP addresses response, training, exercises, equipment, evaluation, and corrective action practices.

The OSU-Cascades Director of Public Safety in coordination with the OSU Emergency Preparedness Manager shall oversee and/or coordinate with applicable partners the following EOP actions:

1. Annually review the EOP and modify as necessary. Any changes to the EOP shall be reviewed and approved by OSU-Cascades AVPFSP. Substantive changes between annual review periods (such as changes in roles or responsibilities) will prompt notification to EOP stakeholders (Leadership Team, Steering Committee, etc.) Minor edits such as grammar or spelling changes will require no notification.

2. The EOP 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 OSU-Cascades unit or department identified as having a role in this EOP 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.

5. All campus departments are additionally required to have a completed business continuity plan (BCP). Business continuity refers to OSU-Cascades’ ability to maintain critical operations during and after an emergency or crisis event. If business continuity is effectively in place, key academic, research, and administrative functions will be minimally impacted by a disruptive incident. Business continuity is a risk management technique that is closely related to emergency planning and can be used in all 4 phases of emergency management. BCPs should be reviewed and updated by campus departments annually. The OSU-Cascades BCP Template can be found in Annex A.
Q. Testing, Training, and Exercise

Exercises compliant with the HSEEP shall be held periodically to train response personnel and evaluate the adequacy of the EOP. 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-Cascades 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 EOC;
- 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 an After Action Review is made by the Emergency Management Director, Emergency Preparedness Manager, Chief Risk Officer, OSU-Cascades Department of Public Safety, Facilities and Operations Department, Residential Education and Housing, Dining & Auxiliary Services, the Office of Student Life, or any other department / campus entity.

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 OSU Emergency Preparedness 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
   - The Disaster Relief Act of 1974, PL 93-288 as amended.
   - Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707
2. State
   - Oregon Revised Statute (ORS) 401.305 through 401.335
   - OSU Infectious Disease Response Plan
   - OSU Crisis Communications Plan
   - OSU Emergency Operations Plan

3. Local
   - Standard Operating Guidelines—Emergency Operations Center (TBP)
   - OSU-Cascades Communication Plan.
SECTION 2: APPENDICES
# Appendix A

## Glossary and Abbreviations

<table>
<thead>
<tr>
<th>Term/ Abbreviation</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Annex</td>
<td>Usually a standalone document that offers additional information than contained in the main document.</td>
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<tr>
<td>Appendix</td>
<td>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…)</td>
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<tr>
<td>Command Staff</td>
<td>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.</td>
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<tr>
<td>DOC</td>
<td>Department Operation Center</td>
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<td></td>
<td>A 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 for their organization.</td>
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<tr>
<td>EMD</td>
<td>Emergency Management Director</td>
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<td>An agency leader responsible for conducting and developing a program that conducts planning and directing disaster response management activities for OSU-Cascades</td>
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<td>EMSC</td>
<td>Emergency Management Steering Committee</td>
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<td>A committee to assist the Emergency Management program in developing emergency management policies and procedures to incidents for OSU-Cascades.</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operation Center</td>
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<td>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.</td>
</tr>
<tr>
<td>Term/ Abbreviation</td>
<td>Definition</td>
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| 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 performed. The ICP may be collocated with the incident base or other incident facilities |
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<tr>
<th>Term/ Abbreviation</th>
<th>Definition</th>
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| 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. |
| SAT               | Situation Assessment Team  
A team consisting of the Public Safety Director and Facilities and Operations Director that evaluates emergency calls 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

The incident planning checklist outlines potential emergencies that may be encountered by OSU-Cascades and should be addressed when developing criteria for planning for specific events.

Review each of the criteria and evaluate the criteria as the event was to impact your area of responsibility.

The calculated scores will help identify which events have the greatest impact and require more emergency management activity to prepare for the event.

<table>
<thead>
<tr>
<th>Occurred to department or has high potential to do so</th>
<th>Effect the hazard has to the Health and Welfare majority of people within your institution</th>
<th>Vulnerability to research operations</th>
<th>Vulnerability to academic operations</th>
<th>Effect the hazard has to infrastructure within your institution</th>
<th>University Reputation/ Public Perception</th>
<th>Assessment Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>(5) annually, (4) last 2-5 yrs, (3) last 5-10 yrs, (2) last 10-25 yrs, (1) &gt; 25 yrs</td>
<td>(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 &lt;8 hrs</td>
<td>(3) High risk</td>
<td>(3) High risk</td>
<td>(3) Disruption to most services &gt; 12 hrs, (2) Disruption to some services 6-12 hrs, (1) Disruption to a few services &lt; 6 hrs</td>
<td>(3) High risk</td>
<td>Occurrence  *  H&amp;S  *  Research  *  Academic  *  Property  *  Reputation</td>
</tr>
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|---|---|---|---|---|---|---|

**Fire Emergencies**

- **Minor Fire - 1 room**: 4  3  1  1  1  1  1  1  12
- **Major Fire**: 2  4  3  3  2  1  144
- **Explosion**: 1  4  1  3  3  2  72
- **Wildfire**: 5  5  2  3  3  1  450

**Medical Emergencies**

- **Death**: 4  1  1  1  1  1  1  4
- **Injury**: 5  1  1  1  1  1  1  5
- **Food Poisoning**: 2  1  1  2  1  2  8
- **Mass Casualties**: 1  3  1  2  1  2  12
- **Disease Outbreak**: 4  4  2  3  1  3  288
- **Odors**: 5  1  1  1  1  1  5
- **Animal**: 1  1  1  1  1  1  1
Review each of the criteria and evaluate the criteria as the event was to impact your area of responsibility.

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<td>1</td>
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<td>3</td>
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<td>Spill/Exposure</td>
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<td>2</td>
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<td>6</td>
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<td>Radiation Exposure</td>
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<td>Asbestos Release</td>
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<td>Biological exposure</td>
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<td>2</td>
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<td>Automobile Train Accident</td>
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<td>Aircraft Collision with Building</td>
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<td>Pedestrians/ Bicyclists</td>
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<td>Non-road vehicle (Tractor/farm)</td>
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<td>Maritime/Aviation</td>
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<td>Sporting Events</td>
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<td>Planned Events</td>
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<td>Campus Evacuation</td>
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<td>Shelter-in-place</td>
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<th>Natural Hazard</th>
<th>Occurrence Score</th>
<th>Estimated Impact on Health &amp; Safety</th>
<th>Estimated Impact on Research</th>
<th>Estimated Impact on Academic Operations</th>
<th>Estimated Impact on Property &amp; Environment</th>
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<td>Ice/Snowstorm</td>
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<td>High Wind/Tornado</td>
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<td>Earthquake/Tsunami</td>
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<td>3</td>
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<td>Telephone/Telecom Failure</td>
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<td>1</td>
<td>4</td>
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<td>Electrical Failure</td>
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<td>1</td>
<td>1</td>
<td>2</td>
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<td>16</td>
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<tr>
<td>Loss of Water Availability</td>
<td>2</td>
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<td>1</td>
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Review each of the criteria and evaluate the criteria as the event was to impact your area of responsibility.

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**Interpersonal Emergencies**

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Appendix C
Emergency Support Functions

ESF #1 - Transportation
- Develop transportation plan to support OSU-Cascades emergency/disaster operations
- Obtain and coordinate transportation resources (internal and external to OSU-Cascades) 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-Cascades response operations
- Coordinate OSU-Cascades transportation needs with external resources

ESF #2 - Communications
- Develop communications plan to support OSU-Cascades emergency/disaster operations
- Obtain and coordinate communication resources (internal to OSU-Cascades) 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-Cascades) 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-Cascades campus
- Coordinate with Bend Fire Department (BFD) to create a firefighting plan to support OSU-Cascades emergency/disaster operations
- Obtain and coordinate firefighting resources (internal and external to OSU-Cascades) to support operational needs
- Coordinate firefighting operations with BFD and support medical and hazardous materials response
• Detect and suppress fires in conjunction with BFD

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-Cascades responders and emergency workers
• Provide food to shelter occupants
• Coordinate access to psychological first aid/counseling to mass care recipients
• Coordinate 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
- Coordinate with BFD and local EMS for medical triage and providing treatment
- Coordinate with local EMS for medicines, medical professionals, and/or supplies for an affected area
- Coordinate for Psychological First Aid
- Organize medical disaster assistance teams
- Attend to victims’ rights issues

ESF #9 - Search and Rescue
- Evacuate buildings and structures, as needed
- Coordinate with local first responders for search and rescue activities as required following natural or manmade disasters and catastrophic incidents
- Coordinate 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
- Coordinate with BFD to suppress chemical fires
- Coordinate 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
  o 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
• Coordinate general law enforcement assistance in both pre-incident and post-incident situations
ESF #17 – Agriculture and Animal Protection
- Coordinate any animal and plant emergency management and response throughout OSU-Cascades, before, during, and after disasters
- Protecting University natural resources
- Coordinate sheltering and support for any OSU-Cascades animals affected by the disaster

ESF #18 – Student and Academic Operations
- Coordinate issues related to OSU-Cascades 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

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P = Primary Department  S = Support Departments

Appendix C ESFs - 40 - Updated: 4/9/2021
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 its 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 non-emergency 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
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.

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.
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.

Additional resources to fully describe and learn about ICS are located at:
- [https://training.fema.gov/nims/](https://training.fema.gov/nims/)
- [https://training.fema.gov/emiweb/is/icsresource/assets/reviewmaterials.pdf](https://training.fema.gov/emiweb/is/icsresource/assets/reviewmaterials.pdf)
# Appendix F

## OSU-Cascades Decision Making Authorities for Emergencies

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<thead>
<tr>
<th>Entity</th>
<th>EDU</th>
<th>DEO</th>
<th>DO</th>
<th>PD</th>
<th>Incident Commander</th>
<th>Agency Administrator</th>
<th>Unit (SAP)</th>
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</thead>
<tbody>
<tr>
<td>OSU-CASCADES DECISION MAKING AUTHORITIES FOR EMERGENCIES</td>
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### Decision Making Matrix

**Note:** The matrix shows the decision-making authority for various entities during emergencies. The matrix is structured to illustrate the hierarchy and responsibilities, with authority levels indicated for each entity in various decision-making scenarios.

- **EDU**: Educational Deans or Officers
- **DEO**: Departmental Executive Officers
- **DO**: Department Heads or Officers
- **PD**: Program Directors
- **Incident Commander**: Lead Emergency Personnel
- **Agency Administrator**: Lead Agency Personnel
- **Unit (SAP)**: Unit Specific Authority Personnel

The matrix includes details on authority over incident management, emergency planning, and response strategies, ensuring clear lines of communication and decision-making during emergencies.

**Updated:** 4/9/2021
SECTION 3: ANNEXES
**Annex A**

**OSU-Cascades Business Continuity Plan**

**OSU-CASCADeS**

**Business Continuity Plan – [insert name of department]**

### Department Information

**DEPARTMENT INFORMATION**

<table>
<thead>
<tr>
<th>BCP Manager:</th>
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### Emergency Contact(s) and Alternates

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Office Address and Phone</th>
<th>Home Address and Phone</th>
<th>Cell Phone and E-mail</th>
<th>Mark X Here if Essential Employee</th>
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### Additional Department Staff

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<th>Name and Title</th>
<th>Office Phone</th>
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<th>Cell Phone</th>
<th>Home Address</th>
<th>Mark X Here if Essential Employee</th>
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Readiness Checklist

PLANNING READINESS CHECKLIST - HIGH PRIORITY ACTION ITEMS

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<thead>
<tr>
<th>Action Items</th>
<th>Responsible Person(s)</th>
<th>Due Date</th>
<th>Plan (How this action item will be completed)</th>
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<tbody>
<tr>
<td>1. [Identify those things that need to be done in order to ensure that communications plans will be effective and critical operations can continue.]</td>
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Critical Resources/Supplies

ESSENTIAL RESOURCES/SUPPLIES REQUIRED FOR MAINTAINING DEPARTMENT’S CRITICAL OPERATIONS

<table>
<thead>
<tr>
<th>Essential Resources/Supplies for Critical Operations</th>
<th>Action Plan to Stockpile Supplies</th>
<th>Current Supplier Name, Address, and Phone Number</th>
<th>Alternate Supplier Name, Address, and Phone Number</th>
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<tbody>
<tr>
<td>[Specify resources and supplies that are essential to the continuation of critical operations. Consider both internal and external suppliers.]</td>
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[NOTE – STUDENT AND EMPLOYEE COMMUNICATIONS, AS WELL AS EXTERNAL COMMUNICATIONS WILL BE MANAGED BY INCIDENT COMMAND. IF YOU ARE CONTACTED BY A MEMBER OF THE NEWS MEDIA, PLEASE REFERENCE THEM TO CHRISTINE COFFIN, DIRECTOR OF COMMUNICATIONS AT CHRISTINE.COFFIN@OSUCASCADES.EDU. (O) 541-322-3152 OR (M) 541-788-3438.]

DEPARTMENT’S INTERNAL COMMUNICATION PLAN IN THE EVENT OF AN EMERGENCY

[Describe how your department’s faculty, staff, graduate assistants and other workers will communicate with one another in the event of an emergency. Methods used include a ‘phone tree’ (include information or file with details); e-mail; instant messaging; web pages; telephones; among others.]
## Critical Services

### ESSENTIAL SERVICES REQUIRED FOR MAINTAINING CRITICAL OPERATIONS

<table>
<thead>
<tr>
<th>Essential Services Required to Maintain Critical Operations during an Emergency</th>
<th>Current Provider/Contractor Name, Address, and Phone</th>
<th>Alternate Provider/Contractor Name, Address, and Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Specify services that are essential to the continuation of critical operations. Consider both internal and external service providers.]</td>
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### SIGNATURES

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<tr>
<td>Plan Submitted by</td>
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<td>Plan Approved by Department Chair/Director</td>
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<td>Periodic Reviews:</td>
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Form Updated 2/26/2020
Annex B
OSU-Cascades Communication Plan

1. See Appendix for contact name and phone numbers

2. Communication of an emergency may come from various sources and may be communicated to various members of OSU-Cascades administration. Each member of the administrative staff has a responsibility to communicate incidents and concerns to university leadership to ensure situations are addressed appropriately. Any individual who receives a report of an incident that may impact OSU students, employees, or campus operations shall report the incident to the Director of Public Safety who serves as the primary point of contact and will further distribute communications based on the situation and the risk presented.

3. OSU-Cascades Director of Public Safety will notify:
   a. OSU-Cascades Associate Vice President of Finance & Strategic Planning, who will notify:
      • OSU-Cascades Vice President
      • OSU Provost or VP for Finance & Administration
      • Director of Facilities & Operations
   b. OSU-Cascades Director of Communications, who will notify:
      • OSU-Cascades Senior Director of Community Relations and Marketing (who will notify the OSU VP of University Relations and Marketing)
      • Post message to OSU-Cascades web page and via social media
      • Serve as liaison to news media per the OSU Crisis Communication Plan
      • Notify affected faculty and staff via e-mail
      • Communicate with COCC College Relations Director (as necessary)
   c. OSU-Cascades Assistant Director of Student Success, who will:
      • Notify affected students and interns via e-mail
      • Update telephone messages
      • Housing notifications
   d. Tenants and contractors who lease space from OSU-Cascades or provide services to OSU-Cascades
   e. OSU-Cascades Department of Public Safety: 541-322-3110 (and/or email to: public.safety@osucascades.edu) for dissemination to the OSU-Cascades Emergency Status page. Emergency Status | Oregon State University - Cascades (osucascades.edu).
   f. Local law enforcement and emergency service providers OSU-Cascades

4. Contingencies
   a. If the OSU-Cascades Director of Public Safety is incapacitated, the Associate VP of Finance & Strategic Planning shall be notified and will assume the responsibility of coordinating response and recovery.
   b. If the OSU-Cascades Associate VP of Finance & Strategic Planning is incapacitated, the OSU-Cascades Vice President shall be notified and will assume responsibility for coordinating response and recovery.
c. Telephone outages should be anticipated, and staff should be advised to check more than one source (e.g., web, radio) for confirmation of information.

5. Communication Flow Chart:
Annex C
OSU-Cascades Closure Plan

If circumstances require emergency closure of OSU-Cascades, the following procedures shall be followed to ensure maintenance of essential services and effective communication to employees, students, and volunteers. Closure of OSU-Cascades may entail: cancellation of all classes and academic functions; closure of specific buildings; or complete closure of the entire campus, in which case accommodation must be made for on-campus residents.

1. Decision-making
   The decision to change the hours of operation or schedule of classes for OSU-Cascades on any given day (or to open late or close early) due to an emergency rests with the OSU-Cascades Vice President. The Vice President will communicate to the Associate Vice President of Finance and Strategic Planning and Director of Public Safety. The Vice President may delegate authority to close campus or suspend operations. The Associate VP and Director of Public Safety will collaborate and recommend action to the Vice President.
   
   a. In cases where the OSU-Cascades Vice President is unavailable or incapacitated, the person with delegated authority (assigned by the Vice President prior to the event) shall make decisions about campus closure.
   b. If no one is designated during an incapacitation of the delegated authority or the designee cannot be reached, the following are to be contacted, in order:
      1) Primary designee: OSU-Cascades Associate Vice President of Finance & Strategic Planning
      2) Secondary designee: Executive Director of Student Success
      3) Tertiary designee: Director of Public Safety

2. OSU-Cascades Notification
   a. Decisions on OSU-Cascades campus closure will follow the procedures outlined above.
   b. Notification of any delayed opening or closure shall be communicated immediately according to ANNEX B – OSU-Cascades Communication Plan.
      1) Internal communication methods to reach appropriate personnel will utilize:
         • Call trees
         • OSU RAVE Alert
         • Email lists
         • Web Site
         • Social Media
   c. After an all-clear has been received or normal operations can resume, the OSU-Cascades Facilities and Operations Director will notify the
Incident Management Team who will use the Communication Plan to inform personnel that they may return to OSU-Cascades. Generally, for an inclement weather closure, the duration of the closure will be specified in the initial campus closure announcement, with an anticipated date and time at which normal operations will resume. Personnel should not expect additional communication that the campus has reopened following such an event.
Annex D
OSU Crisis Communications Plan

https://oregonstate.app.box.com/s/nr8k1jz72byrexhge2qpidt0rsqwvqrre
Annex E
OSU-Cascades ICS Training Requirements

INCIDENT MANAGEMENT TRAINING
National Incident Management System (NIMS)

Who Takes What Courses?

This document is meant to be used as guidance for the Incident Management Team (IMT), and is provided by the OSU-Cascades Department of Public Safety to assist you in determining Who Takes What Courses.

TAKING NIMS COURSES

To access NIMS independent study courses offered online through FEMA’s Emergency Management Institute (EMI), visit https://training.fema.gov/nims/

EMI offers self-paced courses NIMS Incident Command System (ICS) courses designed for people who have incident management responsibilities and the general public. All are offered free-of-charge to those who qualify for enrollment.

Although most courses are available online, ICS-300 and ICS-400 are more advanced courses intended for those with possible supervisory roles in expanding or complex incidents and only offered as in-person multi-day classroom training.

NIMS TRAINING REQUIREMENTS

All personnel with a direct role in incident management or emergency response are required to take these baseline courses:

• IS-700 ○ IS-100

IMT alternate designated personnel in incident management and incident response operations and other personnel that require higher-level ICS/NIMS training are required to take the following:

• IS-700 ○ IS-100 ○ IS-200

Personnel who may assume an IMT ICS role (section chief, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, etc.) in expanding incidents or have a staffing role in the Emergency Operations Center (EOC) are required to take these courses:

• IS-700 ○ IS-100 ○ S-200 ○ IS-800 ○ ICS-300 (Optional)

Personnel who are expected to perform as an Incident Commander are required to take these courses:

• IS-700 ○ IS-100 ○ S-200 ○ IS-800 ○ ICS-300 (Optional)

○ ICS-400 (Optional) ○ ICS-706 (Optional)
ADDITIONAL NIMS TRAINING REQUIREMENTS

IMT management (Assoc. VP/DPS director) should determine who within their organization has the following responsibilities.

In addition to other applicable courses...

Public information officers with a role in incident management or response are required to take this course:
  • IS-702

Incident management or response personnel with a significant resource management role are required to take this course:
  • IS-703

Incident management and response personnel with a role in the development of mutual aid agreements and/or mutual aid operational plans are required to take this course:
  • IS-706

All incident management/response personnel who have a significant planning role should take this course:
  • IS-800

NOTE: Courses are sometimes updated. For example, IS-100.b is an updated version of the IS-100.a course. If you have successfully completed IS-100 or IS-100.a, you may want to review the new version of the course. For credentialing purposes, the courses are equivalent.

Please note: each department must determine the appropriate level of NIMS training for their personnel.
NIMS COURSE DESCRIPTIONS

IS-700 National Incident Management System (NIMS) An Introduction: introduces and overviews the National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

IS-100 Introduction to the Incident Command System: introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).

IS-200 ICS for Single Resources and Initial Action Incident: designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS. ICS-200 is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.

ICS-300* Intermediate Incident Command System for Expanding Incidents: provides training and resources for personnel who require advanced application of the Incident Command System (ICS). Enhance your Incident command skills and focuses on new concepts of the ICS. You will participate in group activities that introduce the development of the Incident Action Plan (IAP) and demonstrate the interactions between the Command and General Staff sections of the ICS. *not offered online – classroom setting only

ICS-400* Advanced ICS Command and General Staff—Complex Incidents: builds upon information covered in the ICS-100, ICS-200, and ICS-300 courses and explains the roles and responsibilities of local, county, state, and federal agencies involved in managing an expanding incident. The course is designed to enhance command and decision-making skills by group participation activities that introduce the use of an Incident Complex and Area Command, and the interactions between Multi-Agency Coordination (MAC) entities. *not offered online – classroom setting only

IS-702 National Incident Management System (NIMS) Public Information Systems: The National Incident Management System (NIMS) provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents. This includes public
information. The public information systems described in NIMS are designed to effectively manage public information at an incident, regardless of the size and complexity of the situation or the number of entities involved in the response.

**IS-703 NIMS Resource Management**: introduces resource management as described in the National Incident Management System (NIMS), and shows how systems for managing resources can be used to improve incident response. The course includes examples of best practices, lessons learned, and job aids to assist the participant in planning for resource management.

**IS-706 NIMS Intrastate Mutual Aid - An Introduction**: provides an introduction to NIMS intrastate mutual aid and assistance. You will learn about the purpose and benefits of mutual aid and assistance. You will also learn about the emphasis that NIMS places on mutual aid and assistance. The course explains how to develop mutual aid and assistance agreements and mutual aid operational plans.

**IS-800 National Response Framework, An Introduction**: introduces participants to the concepts and principles of the National Response Framework.

FOR MORE INFORMATION visit https://training.fema.gov/nims/

### NIMS REQUIRED CLASSES

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<th>IS-100</th>
<th>IS-200</th>
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**RESPONSE LEVEL**

- **Entry Level**: ✔ ✔
- **IMT Alternates**: ✔ ✔ ✔
- **IMT Members**: ✔ ✔ ✔ ✔ Optional ✔ ✔ ✔
- **Incident Commanders**: ✔ ✔ ✔ ✔ ✔ ✔ ✔

*IS-702 is required for Public Information Officers, in addition to other command staff courses.

**IS-703 is required for those with an anticipated resource management or resource coordination role (Incident Commanders, EOC managers, Logistic Section personnel, etc.).

***IS-706 is required for those with an anticipated role in the development of mutual aid agreements and/or mutual aid operational plans.