

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

1. Name:		2. Incident Name:			3. Incident Number:	
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
17. Ability To Work on a Team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	<input type="checkbox"/>	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	<input type="checkbox"/>	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	<input type="checkbox"/>	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.
18. Consideration for Personnel/Team Welfare: Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	<input type="checkbox"/>	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
19. Directing Others: Ability to influence or direct others in accomplishing tasks or missions.	<input type="checkbox"/>	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	<input type="checkbox"/>	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	<input type="checkbox"/>	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations.
20. Judgment/Decisions Under Stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	<input type="checkbox"/>	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.	<input type="checkbox"/>	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information.	<input type="checkbox"/>	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.
21. Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	<input type="checkbox"/>	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	<input type="checkbox"/>	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	<input type="checkbox"/>	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking.
22. Physical Ability for the Job: Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	<input type="checkbox"/>	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	<input type="checkbox"/>	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	<input type="checkbox"/>	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being.
23. Adherence to Safety: Ability to invest in the IMT's future by caring for the safety of self and others.	<input type="checkbox"/>	Failed to adequately identify and protect personnel from safety hazards.	<input type="checkbox"/>	Ensured that safe operating procedures were followed.	<input type="checkbox"/>	Demonstrated a significant commitment toward safety of personnel.
24. Remarks:						
25. Rated Individual (This rating has been discussed with me):						
Signature: _____ Date/Time: _____						
26. Rated by: Name: _____ Signature: _____						
Home Unit: _____ Position Held on This Incident: _____						
ICS 225			Date/Time: _____			

ICS 225 Incident Personnel Performance Rating

Purpose. The Incident Personnel Performance Rating (ICS 225) gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

Preparation. The ICS 225 is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. The ICS 225 will be reviewed with the subordinate, who will sign at the bottom. It will be delivered to the Planning Section before the rater leaves the incident

Distribution. The ICS 225 is provided to the Planning Section Chief before the rater leaves the incident.

Notes:

- Use a blank ICS 225 for each individual.
- Additional pages can be added based on individual need.

Block Number	Block Title	Instructions
1	Name	Enter the name of the individual being rated.
2	Incident Name	Enter the name assigned to the incident.
3	Incident Number	Enter the number assigned to the incident.
4	Home Unit Address	Enter the physical address of the home unit for the individual being rated.
5	Incident Agency and Address	Enter the name and address of the authority having jurisdiction for the incident.
6	Position Held on Incident	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	Date(s) of Assignment <ul style="list-style-type: none"> • From • To 	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	Incident Complexity Level <ul style="list-style-type: none"> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 	Indicate the level of complexity for the incident.
9	Incident Definition	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	Evaluation	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.

Block Number	Block Title	Instructions
	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
10	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11	Knowledge of the Job/ Professional Competence:	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)
12	Ability To Obtain Performance/Results:	Quality, quantity, timeliness, and impact of work.
13	Planning/Preparedness:	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	Using Resources:	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	Adaptability/Attitude:	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	Communication Skills:	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	Ability To Work on a Team:	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	Consideration for Personnel/Team Welfare:	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	Directing Others:	Ability to influence or direct others in accomplishing tasks or missions.
20	Judgment/Decisions Under Stress:	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	Initiative	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	Physical Ability for the Job:	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	Adherence to Safety:	Ability to invest in the IMT's future by caring for the safety of self and others.
24	Remarks	Enter specific information on why the individual received performance levels.
25	Rated Individual (This rating has been discussed with me) <ul style="list-style-type: none"> • Signature • Date/Time 	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	Rated by <ul style="list-style-type: none"> • Name • Signature • Home Unit • Position Held on This Incident • Date/Time 	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.

Appendix A

BAYVIEW TORNADO ICS-209

*1. Incident Name: Bayview Tornado		2. Incident Number: 0502 (from F and A)	
*3. Report Version (check one box on left): <input checked="" type="checkbox"/> Initial Rpt # <input type="checkbox"/> Update (if used): <input type="checkbox"/> Final		*4. Incident Commander(s) & Agency or Organization: N. Kempfer-Needland Fire, D. Roberts-Needland EMS, K. Anthony-Granger Co. Sheriff's Office, J. Davila-Needland PD, D. Doan-Granger	
7. Current Incident Size or Area Involved (use unit label – e.g., "sq mi," "city block"): 9 Block area		8. Percent (%) Contained Completed 20%	*9. Incident Definition: Tornado
		10. Incident Complexity Level: Type 3	*6. Incident Start Date/Time: Date: <u>5-2-2009</u> Time: <u>1719 hours</u> Time Zone: <u>Central</u>
		*11. For Time Period: From Date/Time: <u>5-2-2009/2029hrs</u> To Date/Time: <u>5-3-2009/0600hrs</u>	

Approval & Routing Information

*12. Prepared By: Print Name: <u>SL Gaithe</u> ICS Position: <u>Planning Deputy</u> Date/Time Prepared: <u>May 09, 2009 / 2249 hours</u>		*13. Date/Time Submitted: 5-3-2009 0600 hrs Time Zone: Central
*14. Approved By: Print Name: <u>A. Archer</u> ICS Position: <u>Planning Chief</u> Signature: _____		*15. Primary Location, Organization, or Agency Sent To: EOC

Incident Location Information

*16. State: Columbia	*17. County/Parish/Borough: Granger County	*18. City: Needland
19. Unit or Other: Needland EMS, Needland Police, Needland Fire	*20. Incident Jurisdiction: City of Needland	21. Incident Location Ownership (if different than jurisdiction): N/A
22. Longitude (indicate format): -97 23' 38.30 Latitude (indicate format): 27 47' 38.99	23. US National Grid Reference: N/A	24. Legal Description (township, section, range): Bayview area encompassing Bayview Convention Cntr
*25. Short Location or Area Description (list all affected areas or a reference point): City of Needland in Granger County, State of Columbia. The tornado struck the downtown area new the Bayview Convention Center.		26. UTM Coordinates: N/A
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels): N/A		

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.): Responders call to the scene of a tornado touchdown that damaged many building in a 9 block area of Baytown, Evacuation as well as search and rescue efforts are underway. As of 23:50 42 victims have been confirmed deceased and 983 injuries.				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.): None known at this time. Mostly Structural Damage and poor weather is hampering rescue/recovery efforts.				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property	50	12	5
	Other Minor			

	Structures			
	Other			
ICS 209, Page 1 of ____	<i>* Required when applicable.</i>			

BAYVIEW TORNADO ICS-209

*1. Incident Name: Bayview Tornado	2. Incident Number: 0502
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Additional Incident Decision Support Information

	A. # This Reporting Period	B. Total # to Date		A. # This Reporting Period	B. Total # to Date
*31. Public Status Summary:			*32. Responder Status Summary:		
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>		
D. Fatalities	102		D. Fatalities	0	
E. With Injuries/Illness	1837		E. With Injuries/Illness	4	
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue	0	
G. Missing (note if estimated)			G. Missing	0	
H. Evacuated (note if estimated)			H.		
I. Sheltering in Place (note if estimated)			I. Sheltering in Place	0	
J. In Temporary Shelters (note if est.)	700		J.		
K. Have Received Mass Immunizations	0		K. Have Received Immunizations	0	
L. Require Immunizations (note if est.)	0		L. Require Immunizations	0	
M. In Quarantine	0		M. In Quarantine	0	
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>		

33. Life, Safety, and Health Status/Threat Remarks: May trapped and missing victims	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">*34. Life, Safety, and Health Threat Management:</td> <td style="width: 20%; text-align: center;">A. Check if Active</td> </tr> <tr> <td>A. No Likely Threat</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>B. Potential Future Threat</td> <td style="text-align: center;">X</td> </tr> <tr> <td>C. Mass Notifications in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>D. Mass Notifications Completed</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>E. No Evacuation(s) Imminent</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>F. Planning for Evacuation</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>G. Planning for Shelter-in-Place</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>H. Evacuation(s) in Progress</td> <td style="text-align: center;">X</td> </tr> <tr> <td>I. Shelter-in-Place in Progress</td> <td style="text-align: center;">X</td> </tr> <tr> <td>J. Repopulation in Progress</td> <td style="text-align: center;">X</td> </tr> <tr> <td>K. Mass Immunization in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>L. Mass Immunization Complete</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>M. Quarantine in Progress</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>N. Area Restriction in Effect</td> <td style="text-align: center;">X</td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	*34. Life, Safety, and Health Threat Management:	A. Check if Active	A. No Likely Threat	<input type="checkbox"/>	B. Potential Future Threat	X	C. Mass Notifications in Progress	<input type="checkbox"/>	D. Mass Notifications Completed	<input type="checkbox"/>	E. No Evacuation(s) Imminent	<input type="checkbox"/>	F. Planning for Evacuation	<input type="checkbox"/>	G. Planning for Shelter-in-Place	<input type="checkbox"/>	H. Evacuation(s) in Progress	X	I. Shelter-in-Place in Progress	X	J. Repopulation in Progress	X	K. Mass Immunization in Progress	<input type="checkbox"/>	L. Mass Immunization Complete	<input type="checkbox"/>	M. Quarantine in Progress	<input type="checkbox"/>	N. Area Restriction in Effect	X		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
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	<input type="checkbox"/>																																						
	<input type="checkbox"/>																																						
	<input type="checkbox"/>																																						
	<input type="checkbox"/>																																						
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern): Heavy rain and severe weather																																							

36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:

12 hours: Search and rescue, looting, shelter for 1st responders, demobilization

24 hours: Treatment and transport of victims, restore utilities

48 hours: Area clean up

72 hours: Restore business

Anticipated after 72 hours: Rebuild

37. Strategic Objectives (define planned end-state for incident):

The desired outcome is to restore life and property to normal operation as soon as possible.

BAYVIEW TORNADO ICS-209

***1. Incident Name:** Bayview Tornado incident

2. Incident Number: 0502

Additional Incident Decision Support Information (continued)

38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

12 hours: Heavy casualties taxing the EMS system. Severe weather, need for additional Engines

24 hours: N/A

48 hours: Need for relief teams, supplies and equipment

72 hours: Need for supplies, food and drink

Anticipated after 72 hours: Same

39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

12 hours: Loss of 6 Engines that are needed by to their community

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:

- 1) critical resource needs identified above,
- 2) the Incident Action Plan and management objectives and targets,
- 3) anticipated results.

Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.

41. Planned Actions for Next Operational Period:

Continue with search, rescue and safety operations

42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”): 9 Sq blocks

43. Anticipated Incident Management Completion Date: Unknown

44. Projected Significant Resource Demobilization Start Date: 4 May 2009

45. Estimated Incident Costs to Date: 277,578

46. Projected Final Incident Cost Estimate: Unknown

47. Remarks (or continuation of any blocks above – list block number in notation):

BAYVIEW TORNADO ICS-209

1. Incident Name: Bayview Tornado	2. Incident Number: 0502
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Incident Resource Commitment Summary

48. Agency or Organization:	49. Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box):																			50. Additional Personnel not assigned to a resource:	51. Total Personnel (includes those associated with resources – e.g., aircraft or engines – and individual overhead):		
	Police Motor units	ALS Ambulance	BLS Ambulance	Engine	Ladder Truck	Bus - 45 Pass	Medic	Animal Cont. Off	Backhoe	EMS Res. Team	Rescue	DPW Sedan	Dump Truck	DPW Light Plant	Structural Eng.	Street Sweeper	Heavy Rescue	Police Officer	Medical Examiner			Buses – 20 Pass	Portable Morgue
City of Needland	3	1	4	2	7		1	5	7	3		4	5	1	3	4	3	4	2		1	19	302
	3	6		2			2											0					
Granger County Fire Department				1	7																	8	96
				5																			
Arkansas Pass Fire Department	3	3	3	2		8				3								5				6	54
	3	6		2	8		8			6								5					
Boise Fire Department			2	2	2		6			2												4	38
			4	8	8		6			8													
Calvinton Fire Department		2		3	2		4															2	30
		4		2	8		4																
Columbia State Police	6																	7				1	14
	6																	7					
Granger Area Transit Enterprise						1														1		3	33
						8														2			
Granger County EMS		2	9				1															4	80
		1					6																
Granger County Sherriff	1																	2				15	50
	2																	3					
City of Pleasant Grove	1			5	2		6			1		2	2					1				9	83
	7			2	8		6			4		4	4					1					
MED STAT										3													30
										2													
Port Arkansas	5																						5
	5																						
Taft Police Department	3																4						7
	3																4						
Granger County DPW									4			6	7		8							14	39
									4			6	7		8								
52. Total Resources	79	42	15	50	22	18	52	51	11	56	64	43	10	20	32	12	30	90	22	12	11	85	861

53. Additional Cooperating and Assisting Organizations Not Listed Above:

RESOURCE REQUEST MESSAGE (ICS 213 RR)

1. Incident Name:			2. Date/Time			3. Resource Request Number:		
Requestor	4. Order (Use additional forms when requesting different resource sources of supply.):							
	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, etc.)	Arrival Date and Time		Cost	
					Requested	Estimated		
5. Requested Delivery/Reporting Location:								
6. Suitable Substitutes and/or Suggested Sources:								
7. Requested by Name/Position:				8. Priority: <input type="checkbox"/> Urgent <input type="checkbox"/> Routine <input type="checkbox"/> Low		9. Section Chief Approval:		
Logistics	10. Logistics Order Number:					11. Supplier Phone/Fax/Email:		
	12. Name of Supplier/POC:							
	13. Notes:							
	14. Approval Signature of Auth Logistics Rep:					15. Date/Time:		
16. Order placed by (check box): <input type="checkbox"/> SPUL <input type="checkbox"/> PROC								
Finance	17. Reply/Comments from Finance:							
	18. Finance Section Signature:					19. Date/Time:		
ICS 213 RR, Page 1								

Appendix E – Incident Action Plan

An Incident Action Plan (IAP) is a written or verbal strategy for responding to the incident, and is developed by the Incident Commander and the Section Chiefs in the General Staff.

A written IAP is not required for smaller incidents. In those cases the IC can verbally communicate response strategy to the IMT and other responding resources.

In larger emergency situations, a written IAP will be more effective, and is required. A written IAP should be considered when:

- Two or more jurisdictions are involved in the response
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed)
- A HazMat incident is involved (required)

Developing an Incident Action Plan

In larger emergency situations, the Incident Commander and Section Chiefs in the General Staff will meet immediately to develop the IAP. The Planning Section Chief is responsible for the development, maintenance, and distribution of the IAP.

The Operations Section Chief will delineate the amount and type of resources needed to accomplish the plan. The Planning Section, Logistics Section, and Finance Section will work together to accommodate those needs.

The IAP will include standard forms and supporting documents¹ that convey the Incident Commander's intent and the Operations Section's direction for the accomplishment of the plan. The Planning Section will communicate to other Section Chiefs any materials and documentation needed to develop the plan. The IC approves the written IAP.

Copies of the IAP are distributed to the Executive Policy Group and members of the IMT. The IAP should be conveyed to all resources on scene. A briefing prior to each shift change should be held to communicate the IAP to everyone involved in the incident.

In a Unified Command situation, the Joint Incident Commanders will work together and with the Command and General Staffs to develop the IAP.

Implementing the Plan

The Operations Section is in charge of implementing components of the IAP. The Operations Section Chief will meet with supervisors of tactical resources to brief them on the plan and define their respective assignments.

¹ The ICS system includes standard forms used to communicate various aspects of an incident. For example, ICS Form 201 – Incident Briefing – is a four-page document with directions at the end. This form is used whenever a written Incident Briefing is required, as during a shift change.

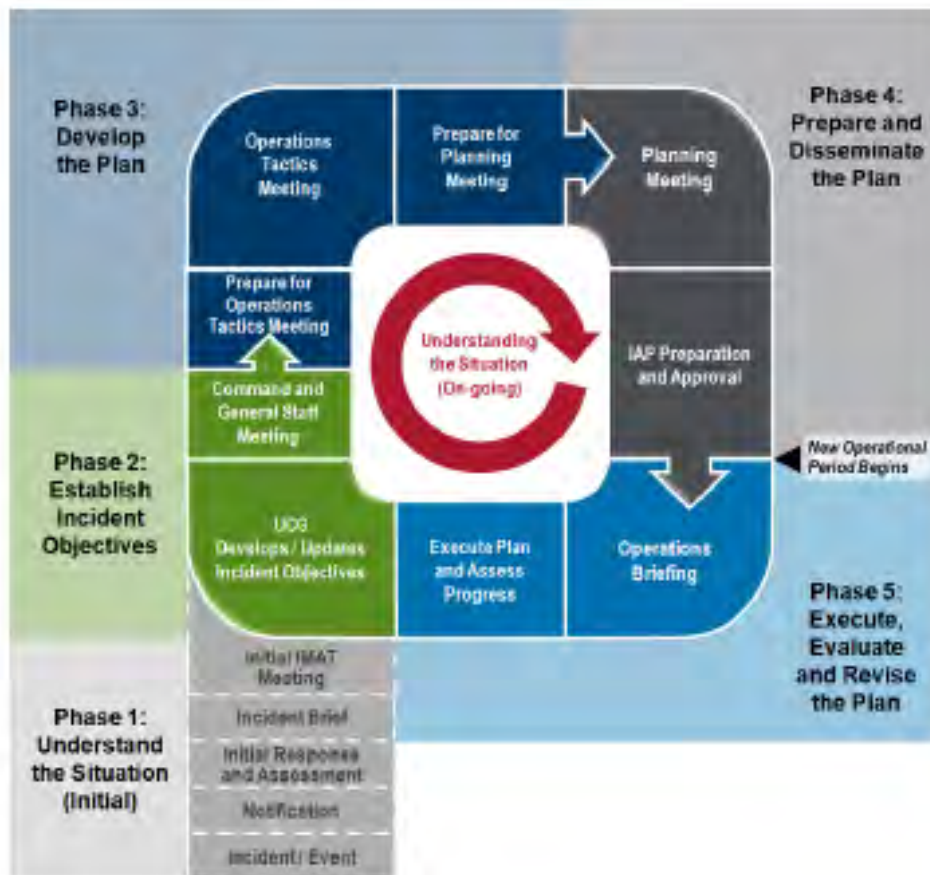
The Operations Section has the authority to make appropriate adjustments to the plan as needed to meet the plan objectives in the most efficient manner possible. Changes may also be made to address safety concerns. Changes should be communicated to the IC and Planning Section Chief and documented in ICS Form 214 (Activity Log).

A series of forms found in the IAP will assist the IMT in documenting and communicating information related to the incident.

The Incident Action Plan (IAP) provides a tool to synchronize operations at the incident level and ensures that incident operations are conducted in support of incident objectives. The IAP identifies incident objectives and provides essential information regarding incident organization, resource allocation, work assignments, safety, and weather.

The incident action planning process is built on the following phases:

1. Understand the situation
2. Establish incident objectives
3. Develop the plan
4. Prepare and disseminate the plan
5. Execute, evaluate, and revise the plan



Priorities – Objectives – Strategies – Tactics, Tasks, Work Assignments

Guidance Element	Description	Developer	Examples
Priorities	Define the intent of leaders, in general terms, with regard to the most important things that must be accomplished. They are generally expressed in terms of the core capabilities defined in the National Preparedness Goal.	Initially established by the competent authorities, subsequently reviewed and adjusted throughout the life cycle of an incident by the Executive Policy Group or the Unified Coordination Group (UCG)	Mass Search and Rescue
Objectives	Define what must be accomplished to achieve the priorities, based on best knowledge of the current situation and the resources available.	Executive Policy Group or UCG	Locate any remaining trapped survivors in the Residence Hall by 1 pm (1300).
Strategies	Carefully devised plans of action to achieve one or more objectives. Strategies describe what actions and resources are required in working to achieve the specific objective.	Operations Section Chief	Deploy regional Urban Search and Rescue (USAR) assets to work in a unified operation under the tactical control of the Klamath Falls Fire Department.
Tactics / Tasks	Define how specific actions will be performed to achieve a planned outcome. Tactics specify Who, What, Where, and When in describing the deployment and direction of resources for implementing strategies to achieve incident objectives. Tactics / Tasks / Work Assignments are initially recorded on the Operational Planning Worksheet (FEMA-ICS Form 215) and subsequently reflected on the Assignment Lists	Operations Section Chief	Klamath County USAR Team 1 will report to the OIT Staging Area in the Snell Hall parking lot at 0800 (of this operational period) with all equipment and support personnel to deploy and operate under the direction of Klamath Falls FD until 1800 of this

	(FEMA-ICS Form 204) and included in the IAP for the given operational period.		operational period. Specific direction for the team will be provided by Klamath Falls FD officials on scene.
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Responsibilities - Who Does What

	Based On		Answers:			Listed In
		Who	What	Where	When	IAP
Incident Priorities	Executive Policy Group Guidance		Yes			
Incident Objectives	Incident Priorities, Situation, Resources		Yes	Sometimes	Sometimes	Yes
Tasks / Work Assignments	Incident Objectives	Yes	Yes	Yes	Yes	Yes

IAP Components and Sequence of Assembly

Order	FEMA-ICS Form	Title	Required	Prepared By
1	200	Cover Sheet	Always	Planning Support Unit Leader
2	202	Incident Objectives	Always	Situation Unit Leader
3	205	Incident Radio Communications Plan	As required – if radios are to be used	Communications Unit Leader
4	205A	Incident Telephone Communications Plan	Always	Resource Unit Leader
5	207	Incident Organization Chart	Always	Resource Unit Leader
6		Incident Map	Always	Situation Unit Leader / GIS Unit Leader
7	204	Assignment List	Always	Resource Unit Leader
8	220	Air Operations Summary	As required	Air Operations Branch
9	206	Medical Plan	Always	Safety Officer

10	230	Meeting Schedule	Always	Situation Unit Leader
11	213	General Message	Optional	Any message originator
12	Other components as needed		Optional	Planning Support

The first step in developing good incident objectives is to understand Incident Priorities

- I. Priorities define overarching requirements; what to accomplish in order of importance.
- II. Objectives must be based on incident priorities.
- III. The priorities guide the precedence by which objectives are addressed.
- IV. Initial priorities may be driven in part by the delegations of authority.
- V. Every incident always has its priorities. Priorities should be built based on community core capabilities.

The next step is to develop the Incident Objectives

- I. Frame the problem; what are the essential elements of the issue to be addressed.
- II. Use the objective to describe what is to be accomplished. What and Where, if possible, but not how or by whom.
- III. Provide enough detail to make the objective meaningful.
- IV. Allow necessary flexibility. Do not write: “Go Tactical...”. Ensure that the objective and its results can be used as a metric.
- V. Ask: “Is the objective attainable?” Determine whether the objective can be met with available resources.
- VI. Ask: “What is the objective’s priority relative to other issues?” Order the objectives based on the order of priority / urgency.

Good Verbs To Use When Writing Incident Objectives

- Augment
- Determine
- Finalize
- Carry out
- Implement
- Complete
- Devise
- Pre-stage
- Dispose of
- Provide
- Deliver
- Execute

- Develop
- Conduct

Verbs To Avoid When Writing Incident Objectives

- Assess
- Continue
- Coordinate with
- Monitor
- Work with

Functional Areas That Incident Objectives Should Focus On

- Communications
- Public Safety and Health
- Search and Rescue
- Fuel Resupply
- Emergency Medical Services
- Decontamination
- Mortuary Affairs
- Law Enforcement
- Public Messaging
- Planning Support
- Mass Care
- Power
- Mitigation Support
- Infrastructure
- Debris Removal
- Registration Assistance
- Public Assistance Support
- Route Clearance
- Temporary Housing
- Evacuation and Re-entry
- Transportation

Incident Priorities should reflect a core capability as defined in the National Preparedness Goal. Incident objectives should contribute to accomplishment of the incident priorities. Well-crafted incident objectives provide the basis for operational guidance, strategies, tactics, and work assignments.

Example Priorities

- Mass Search and Rescue Operations
- Public Health and Medical Services
- On-scene Security and Protection
- Mass Care Services
- Access Control and Identity Verification
- Economic Recovery

Example Objectives

- Establish two fixed-site disaster recovery centers in Klamath County by October 1.
- Evacuate the Sustainable Villages and the Residence Hall, which are located near the wildland fire, NLT 1800 on Wednesday, 05/24/2017.
- Determine sites for temporary housing of 500 OIT students displaced by earthquake damage sustained by the Residence Hall and the three Sustainable Villages by COB Thursday.

- Re-open the CU food services by Thursday.
- Re-start all OIT on-line classes following the server loss by noon (local) on December 1.
- Provide shelter, hydration, and food to 500 people stuck on the OIT campus because of the HazMat spill from the train wreck ½ mile South.
- Clear all emergency routes to ensure access to medical facilities and open all critical campus transportation corridors.
- Conduct water testing of well water supply following earthquake damage to pump and storage systems.

Final Quality Assurance Checklist For The IAP

This checklist is intended to serve as a tool that the Planning Section Chief uses before granting final approval to the IAP.

- Do the tasks listed on the Assignment List(s) (FEMA-ICS Form 204) support the Incident Objectives (FEMA-ICS Form 202)?
- Does the incident map reflect the operation elements identified on the Incident Organization Chart (FEMA-ICS Form 207) or the Assignment List(s) (FEMA-ICS Form 204)?
- Does the Incident Telephone Communications Plan (FEMA-ICS Form 205A) provide information on the operation elements identified on the Incident Organization Chart (FEMA-ICS Form 207) or the Assignment List(s) (FEMA-ICS Form 204)?
- Are all assigned radio frequencies, trunked radio systems, and talk group assignments identified on the Incident Radio Communications Plan (FEMA-ICS Form 205) and does the information reflect the operation elements identified on the Incident Organization Chart (FEMA-ICS Form 207) or the Assignment List(s) (FEMA-ICS Form 204)?
- Does information on the Medical Plan (FEMA-ICS Form 206) identify the closest medical facility to each operation element identified on the incident map, the Incident Organization Chart (FEMA-ICS Form 207), or the Assignment List(s) (FEMA-ICS Form 204)? Does it identify what should be done if someone is injured or seriously ill?
- Does the IAP use common Incident Command System terminology throughout the document?
- Does the meeting schedule (FEMA-ICS Form 230) contain at a minimum
 1. Appropriate incident action planning meetings?
 2. Strategy meetings?
 3. Team meetings?
 4. Public meetings?

Appendix F - Glossary of Acronyms and Terms

Command Staff: The 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.

Compacts: Formal working agreements among agencies to obtain mutual aid.

COOP/COB – Continuity of Operations Plan/Business: The effort to ensure that Mission Essential Functions (MEFs) continue to be performed during a wide range of emergencies, or, if they are discontinued for a period of time, that efforts are made to bring the MEFs back on-line.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

COP – Common Operating Picture: A single, identical display or sharing of operational information between parties working on an incident. A COP facilitates collaborative planning and assists all levels to achieve and maintain Situational Awareness.

Cost Sharing Agreements: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

CP – Command Post: See “Incident Command Post”.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In the ICS, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Disaster: A situation which requires all available local resources and / or augmentation, and is beyond the capabilities of the campus’s organic resources.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States. The

term “emergency” as used in this plan means a set of circumstances which demand immediate action to protect life; preserve public safety, health, and essential services; or protect property and the environment.

EOC – Emergency Operations Center: The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC 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. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

EOP – Emergency Operations Plan: The plan that each jurisdiction has and maintains for responding to appropriate hazards.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events (e.g., parades, concerts, or sporting events).

FEMA – Federal Emergency Management Agency: The Federal agency tasked with the mission to support citizens and first responders to ensure that they have the capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Finance / Administration Section: The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation / Claims Unit, and Cost Unit.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance / Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

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.

IAP - Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident or event. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

IC – Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and 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.

ICS – Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and events, and is applicable to small as well as large and complex incidents. ICS 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.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Types: Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Initial Action: The actions taken by resources that are the first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The Intelligence Officer, if assigned, is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, sensitive health information, or export-controlled information) is handled in a way that not only

safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

JIC - Joint Information Center: A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should be collocated in the JIC.

JIS - Joint Information System: The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies and institutions have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.

Logistics Section: The Section responsible for providing facilities, services, and materials for the incident.

MAC – Multiagency Coordination: The coordination of assisting agency resources and support to emergency operations.

MACS – Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of MACS include facilities, equipment, emergency operations centers, specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 USC 5122), a major disaster is any natural catastrophe (including storm, earthquake, landslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act

to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measureable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often formed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Incident: An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and / or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and / or expertise in a specified manner.

NIMS – National Incident Management System: A system mandated by Homeland Security Presidential Directive (HSPD)-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private sector; and nongovernmental organizations (NGOs) to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Operational Period: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Operations Section: The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and / or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

PIO - Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Planning Meeting: A meeting held as needed throughout the duration of an incident or event, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Planning Section is responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. The Planning Section includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, Preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises; personnel qualification and certification; equipment certification; and publication management.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities signaling an intentional human-caused threat.

Recognition Primed Decisionmaking: A model that describes how experts make decisions under stressful situations that are time critical and rapidly changing.

Recorders: Individuals within ICS organizational units and the Executive Policy Group who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance / Administration Units.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social,

political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Resources: Personnel and major items of equipment, supplies, facilities, and expertise available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice (Prevention activities).

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance / Administration, and, if established, Intelligence. The Section is organizationally situated between the Branch and the Incident Command.

SOP – Standard Operating Procedure: Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. Under the NIMS, an appropriate Span of Control is between 1:3 and 1:7.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the Incident Commander.

Tactical Direction: Direction given by the Operations Section Chief that includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics, directions for tactics implementation, and performance monitoring for each operational period.

Tactics: Deploying and directing resources on an incident to accomplish incident strategy and objectives.

Technical Specialist: Personnel with special skills that can be used anywhere within the ICS organization.

Type: A classification of resources (personnel and equipment) in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of Incident Management Teams, experience and qualifications.

UC – Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and / or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of Unity of Command is to ensure unity of effort under one responsible commander for every objective.

VECC – Virtual Emergency Coordination Center: Sometimes also called a **Virtual Emergency Operations Center (VEOC)**, this uses the internet (email, chatrooms, Skype) and cellular (voice and text) infrastructure to facilitate communications and develop a Common Operating Picture (COP) among decision makers who are unable to physically meet. The VECC may be used internally by the Executive Policy Group, or between the EOC, ICP, and Executive Policy Group, or with outside agencies such as the City of Klamath Falls for incidents that involve outside resources.

Appendix G – Emergency Office Supply Kits

The Oregon Tech Klamath Falls campus will maintain two emergency supply kits for the Executive Policy Group, one in the College Union Building Manager’s office and one in the Emergency Manager’s office in Cornett Hall. It will also maintain two emergency supply kits for the Incident Management Team in the same two locations. A fifth kit will be stored off-campus at the Foundation office in downtown Klamath Falls.

These kits are designed to provide immediately needed supplies should group and/or team members have to evacuate their offices or other campus spaces without time to gather anything. These kits will not contain any specialized equipment or software that might be necessary to complete a particular task.

All kits will be stored in marked plastic containers or backpacks. All kits will be inspected by the Emergency Management Department at least quarterly or after a major event or exercise to restock as needed.

Each kit will contain:

First Aid Kit

Hand Sanitizer

Baby Wipes

Feminine Hygiene Products

Mouthwash

N-95 Dust Masks (x20)

Medical gloves (1 box)

Blankets (x2)

Paper towels (2 rolls)

Flashlights (x4, stored without batteries)

Bottled Water (1 case)

Non-perishable snacks

Yellow pads (x10)

White pads (x10)

Boxes of pens (x4 – 2 black, 1 blue, 1 red)

Sharpies – 1 Box

Highlighters – 1 Box

White board markers (x4)

Copier paper (500 sheet packages x2)

Scissors

Post-It Notes and colored page tags

Cell phone chargers for Android and iPhone devices (1 each)

Chargers for Surface and iPad devices (1 each)

D Cell batteries

C Cell batteries

AA Cell batteries

AAA Cell batteries

Power strip (x2)

Duct Tape (1 roll)

Scotch Tape (1 roll)

Paper copy of the Emergency Operations Plan

Paper copies of all FEMA ICS forms

Paper copies of campus maps

Thumb Drive with Emergency Operations Plan, FEMA ICS forms, and campus maps

Emergency Weather Radio

Inspected By	Date	Inspected By	Date	Inspected By	Date

Annexes

Annex 1 – Active Shooter Response	AN-1-1
Executive Policy Group – Active Shooter Quick Reference Guide	AN-1-i
Agency Administrator – Active Shooter Quick Reference Guide	AN-1-iii
Public Affairs – Active Shooter Quick Reference Guide	AN-1-v
Incident Management Team – Active Shooter Quick Reference Guide	AN-1-vii
Campus Safety – Active Shooter Quick Reference Guide	AN-1-ix
Facilities – Active Shooter Quick Reference Guide	AN-1-xi
Annex 2 – Bomb Threat Response	AN-2-1
Executive Policy Group – Bomb Threat Quick Reference Guide	AN-2-i
Agency Administrator – Bomb Threat Quick Reference Guide	AN-2-ii
Public Affairs – Bomb Threat Quick Reference Guide	AN-2-iv
Incident Management Team – Bomb Threat Quick Reference Guide	AN-2-vi
Campus Safety – Bomb Threat Quick Reference Guide	AN-2-viii
Facilities – Bomb Threat Quick Reference Guide	AN-2-ix
Annex 3 - Earthquake Response	AN-3-1
Executive Policy Group – Earthquake Quick Reference Guide	AN-3-i
Agency Administrator – Earthquake Quick Reference Guide	AN-3-iii
Public Affairs – Earthquake Quick Reference Guide	AN-3-v
Incident Management Team – Earthquake Quick Reference Guide	AN-3-vii
Campus Safety – Earthquake Quick Reference Guide	AN-3-ix
Facilities – Earthquake Quick Reference Guide	AN-3-xi
Annex 4 - Fire Alarm Response	AN-4-1
Executive Policy Group – Fire Alarm Quick Reference Guide	AN-4-i
Agency Administrator – Fire Alarm Quick Reference Guide	AN-4-iii
Public Affairs – Fire Alarm Quick Reference Guide	AN-4-v
Incident Management Team – Fire Alarm Quick Reference Guide	AN-4-vii
Campus Safety – Fire Alarm Quick Reference Guide	AN-4-ix
Facilities – Fire Alarm Quick Reference Guide	AN-4-xi

Annex 5 - Inclement Weather/Campus Closure An-5-1

Annex 6 – Emergency Public Communications AN-6-1

Agency Administrator – Emergency Public Comms Quick Reference Guide AN-6-i

Public Affairs – Emergency Public Communications Quick Reference Guide AN-6-iii

Incident Management Team – Emergency Public Comms Quick Ref Guide AN-6-v

Campus Safety – Emergency Public Comms Quick Reference Guide AN-6-vii

Annex 7 – Emergency Response Communications AN-7-1

BE PREPARED FOR AN ACTIVE SHOOTER

Recent national tragedies remind us that the risk is real. Taking a few steps now can help you react quickly when every second counts.



FEMA

FEMA V-1000/March 2018

An active shooter is an individual engaged in attempting to kill people in a confined space or populated area. Active shooters typically use firearms and have no pattern to their selection of victims.



Can happen anywhere



Can happen anytime

IF YOU ARE INVOLVED IN AN ACTIVE SHOOTER INCIDENT

See something, say something.



Learn first aid skills so you can help others.



Before you run, know the exits.



Help law enforcement.



Find a place to hide.



Seek help to cope with trauma.



Run



Hide



Fight

HOW TO STAY SAFE

WHEN AN ACTIVE SHOOTER THREATENS



If you see suspicious activity, let an authority know right away.

Many places, such as houses of worship, workplaces, and schools, have plans in place to help you respond safely. Ask about these plans and get familiar with them. If you participate in an active shooter drill, talk with your family about what you learned and how to apply it to other locations.

When you visit a building such as a shopping mall or healthcare facility, take time to identify two nearby exits. Get in the habit of doing this.

Map out places to hide. In rooms without windows, behind solid doors with locks, under desks, or behind heavy furniture such as large filing cabinets can make good hiding places.

Sign up for active shooter, first aid, and tourniquet training. Learn how to help others by taking FEMA's You Are the Help Until Help Arrives course. Learn more at ready.gov/untill-help-arrives.



RUN. Getting away from the shooter or shooters is the top priority. Leave your things behind and run away. If safe to do so, warn others nearby. Call 911 when you are safe. Describe each shooter, their locations, and weapons.

HIDE. If you cannot get away safely, find a place to hide. Get out of the shooter's view and stay very quiet. Silence your electronic devices and make sure they won't vibrate. Lock and block doors, close blinds, and turn off the lights. Do not hide in groups—spread out along walls or hide separately to make it more difficult for the shooter. Try to communicate with police silently—such as through text messages or by putting a sign in an exterior window. Stay in place until law enforcement gives you notice that all immediate danger is clear.

FIGHT. Your last resort when you are in immediate danger is to defend yourself. Commit to your actions and act aggressively to stop the shooter. Ambushing the shooter together with makeshift weapons such as chairs, fire extinguishers, scissors, and books can distract and disarm the shooter.



Keep hands visible and empty.

Know that law enforcement's first task is to end the incident. They may have to pass injured persons along the way.

Follow law enforcement's instructions and evacuate in the direction they tell you to.

Consider seeking professional help for you and your family to cope with the long-term effects of trauma.

Take an Active Role in Your Safety

Go to ready.gov and search for **active shooter**. Download the **FEMA app** to get more information about preparing for an **active shooter**. Find Emergency Safety Tips



BOMB THREAT PROCEDURES

This quick reference checklist is designed to help employees and decision makers of commercial facilities, schools, etc. respond to a bomb threat in an orderly and controlled manner with the first responders and other stakeholders.

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

1. Remain calm. Keep the caller on the line for as long as possible. DO NOT HANG UP, even if the caller does.
2. Listen carefully. Be polite and show interest.
3. Try to keep the caller talking to learn more information.
4. If possible, write a note to a colleague to call the authorities or, as soon as the caller hangs up, immediately notify them yourself.
5. If your phone has a display, copy the number and/or letters on the window display.
6. Complete the Bomb Threat Checklist immediately. Write down as much detail as you can remember. Try to get exact words.
7. Immediately upon termination of call, DO NOT HANG UP, but from a different phone, contact authorities immediately with information and await instructions.

If a bomb threat is received by handwritten note:

- Call _____
- Handle note as minimally as possible.

If a bomb threat is received by e-mail:

- Call _____
- Do not delete the message.

Signs of a suspicious package:

- No return address
- Excessive postage
- Stains
- Strange odor
- Strange sounds
- Unexpected delivery
- Poorly handwritten
- Misspelled words
- Incorrect titles
- Foreign postage
- Restrictive notes

*** Refer to your local bomb threat emergency response plan for evacuation criteria**

DO NOT:

- Use two-way radios or cellular phone. Radio signals have the potential to detonate a bomb.
- Touch or move a suspicious package.

WHO TO CONTACT (Select One)

- 911
- Follow your local guidelines

For more information about this form contact the DHS Office for Bombing Prevention at OBP@dhs.gov



Homeland Security

2014

BOMB THREAT CHECKLIST

DATE:

TIME:

TIME CALLER HUNG UP:

PHONE NUMBER WHERE CALL RECEIVED:

Ask Caller:

- Where is the bomb located? (building, floor, room, etc.)
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will make it explode?
- Did you place the bomb? Yes No
- Why?
- What is your name?

Exact Words of Threat:

Information About Caller:

- Where is the caller located? (background/level of noise)
- Estimated age:
- Is voice familiar? If so, who does it sound like?
- Other points:

Caller's Voice	Background Sounds	Threat Language
<input type="checkbox"/> Female	<input type="checkbox"/> Animal noises	<input type="checkbox"/> Incoherent
<input type="checkbox"/> Male	<input type="checkbox"/> House noises	<input type="checkbox"/> Message read
<input type="checkbox"/> Accent	<input type="checkbox"/> Kitchen noises	<input type="checkbox"/> Taped message
<input type="checkbox"/> Angry	<input type="checkbox"/> Street noises	<input type="checkbox"/> Irrational
<input type="checkbox"/> Calm	<input type="checkbox"/> Booth	<input type="checkbox"/> Profane
<input type="checkbox"/> Clearing throat	<input type="checkbox"/> PA system	<input type="checkbox"/> Well-spoken
<input type="checkbox"/> Coughing	<input type="checkbox"/> Conversation	
<input type="checkbox"/> Cracking voice	<input type="checkbox"/> Music	
<input type="checkbox"/> Crying	<input type="checkbox"/> Motor	
<input type="checkbox"/> Deep	<input type="checkbox"/> Clear	
<input type="checkbox"/> Deep breathing	<input type="checkbox"/> Static	
<input type="checkbox"/> Disguised	<input type="checkbox"/> Office machinery	
<input type="checkbox"/> Distinct	<input type="checkbox"/> Factory machinery	
<input type="checkbox"/> Excited	<input type="checkbox"/> Local	
<input type="checkbox"/> Laughter	<input type="checkbox"/> Long Distance	
<input type="checkbox"/> Lisp		
<input type="checkbox"/> Loud	Other Information:	
<input type="checkbox"/> Nasal	_____	
<input type="checkbox"/> Normal	_____	
<input type="checkbox"/> Ragged	_____	
<input type="checkbox"/> Rapid	_____	
<input type="checkbox"/> Raspy	_____	
<input type="checkbox"/> Slow	_____	
<input type="checkbox"/> Slurred	_____	
<input type="checkbox"/> Soft	_____	
<input type="checkbox"/> Stutter	_____	

Earthquake – Executive Policy Group Quick-Reference Guide

Campus Safety will be the Incident Commander for an Earthquake incident until relieved by a local fire/rescue/first responder asset on scene.

If the Klamath County **Fire District #1** arrives on scene, they have jurisdiction.

The Oregon Tech **Campus Safety** Department will be the Campus Liaison with the Incident Command.

The Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** may be stood up to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

Executive Policy Group

The Executive Policy Group (EPG) may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

Meeting Locations – Executive Policy Group

Primary: Diamond Peak Conference Room – CU

Secondary: DOW 251

For incidents for which meeting off-campus is preferable, the Executive Policy Group will convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the Executive Policy Group are stored in the CU building manager's office (CU 116B), in the Emergency Manager's office (Cornett 131A), and in the Foundation office.

Actions

- If the earthquake measures a magnitude 4.0 or greater, or if there is visible damage, all buildings should be considered as unsafe until deemed safe to reoccupy by competent authorities.
- The Geothermal Power Plants will be secured until deemed safe to restart by competent authorities.

- The Executive Policy Group will develop a Continuity/Recovery Plan based on incident considerations to address campus conditions and student and employee concerns.
- Work with the Incident Management Team to determine the need to request activation of the Oregon Higher Education Incident Management Team base at the University of Oregon in Eugene for long-term support.
- Notify the University Board of Trustees of the incident.
- The Executive Policy Group may request that the Incident Management Team begin searching for alternate sites for classes and other school functions.
- The Executive Policy Group will maintain communications with local, state, and federal elected officials, and with leadership at other institutions.
- The Executive Policy Group will, via the Public Affairs Department, maintain communications with the media.

Earthquake – Agency Administrator Quick-Reference Guide

Campus Safety will be the Incident Commander for an Earthquake incident until relieved by a local fire/rescue/first responder asset on scene.

If the Klamath County **Fire District #1** arrives on scene, they have jurisdiction.

The Oregon Tech **Campus Safety** Department will be the Campus Liaison with the Incident Command.

The Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** may be stood up to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The **Executive Policy Group (EPG)** may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

Agency Administrator

The Agency Administrator works on behalf of the Executive Policy Group to make immediate emergency response decisions.

Actions:

- If the earthquake measures a magnitude 4.0 or greater, or if there is visible damage, all buildings should be considered as unsafe until deemed safe to reoccupy by competent authorities.
- The Geothermal Power Plants will be secured until deemed safe to restart by competent authorities.
- If the University President decides to activate the Executive Policy Group, the Agency Administrator will determine the meeting location, notify all EPG members of the meeting location, and provide call-in information if a member is unable to attend in person.

For incidents in which the campus is inaccessible, the Executive Policy Group may convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the Executive Policy Group are stored in the CU building manager's office (CU 116B), in the Emergency Manager's office (Cornett 131A), and in the Foundation office.

- Determine if the Incident Management Team should be activated.
- Issue a written (paper or electronic) Delegation of Authority (DA), identifying the IC and IMT Director, if activated.
- Manage the EPG meeting (if held) and sets its agenda.
- Assign University personnel to be scribes for the EPG and liaison officers with external agencies and/or the Incident Command, if needed.
- Act as the liaison with the Incident Management Team.
- Establish communications with local, state, and/or federal officials, and with other state agencies that might be involved in resolving an incident, if needed.
- Make recommendations on canceling or delaying classes and university operations to the University President, on consultation with the Provost and Dean of Students, if available.
- Consult with the Facilities, Campus Safety, Emergency Management, Student Affairs, and Academic Affairs Departments to determine if a recommendation to close the campus should be made to the University President.
- Cancel planned leaves and vacations as necessary for Type 1 or 2 Incidents.
- For incidents where the University's IMT is activated for non-campus incidents, serve as the University representative with the authority to make decisions on matters affecting the campus' participation in the incident.

Earthquake – Public Affairs Quick-Reference Guide

Campus Safety will be the Incident Commander for an Earthquake incident until relieved by a local fire/rescue/first responder asset on scene.

If the Klamath County **Fire District #1** arrives on scene, they have jurisdiction.

The Oregon Tech **Campus Safety** Department will be the Campus Liaison with the Incident Command.

The **Executive Policy Group** (EPG) may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the **Incident Management Team** (IMT) to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

Public Affairs

The Oregon Tech Public Affairs Department is responsible for releasing all emergency alerts and warnings through the university alert system.

Public Affairs is also responsible for all press releases, and all interactions with the media.

Meeting Locations – Executive Policy Group

Primary: Diamond Peak Conference Room – CU

Secondary: DOW 251

Meeting Locations – Incident Management Team

Primary: Sunset Conference Room

Secondary: DOW 103

For incidents for which meeting off-campus is preferable, the Executive Policy Group and the Incident Management Team may convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the Executive Policy Group and the Incident Management Team are stored in the CU building manager's office (CU 116B), in the Emergency Manager's office (Cornett 131A), and in the Foundation office.

Actions

- The Public Affairs Department shall activate the campus emergency alert system to notify all employees and students of the situation and its location.
- Contact all Executive Policy Group members to alert them if the University President desires to activate the EPG.
- If activated, contact the Incident Management Team members to alert them of the meeting location.
- Responsible for all press releases, and all interactions with the media. Campus employees should be directed to forward all media queries to Public Affairs.
- Report to the designated Executive Policy Group meeting location and establish communications with the Incident Command and the Incident Management Team.
- Activate all Klamath Falls and Wilsonville campus Public Affairs personnel, and request partner agency public affairs personnel as needed.
- Work with the Incident Command and partner public affairs officials to address media interest relating to response to the incident.
- Work with the Executive Policy Group on media releases relating to the University during the incident.
- Work with the Incident Management Team to publicize the staging areas for evacuating campus personnel, family members, and support and volunteer agencies, and publicize the locations on the university webpage, social media sites, and through media outlets.
- Determine and publicize the staging area for the media, if needed. This staging area will be controlled by and report to Public Affairs. The media will not be allowed in the staging areas for emergency responders, injured persons, evacuated personnel, or family members.
- Work with the Incident Management Team to establish a staffed family information hotline, and publicize the number on the university webpage, social media sites, and through media outlets.
- Except under extreme circumstances, FERPA (Family Educational Rights and Privacy Act), HIPAA (Health Insurance Portability and Accountability Act), and other privacy laws and regulations need to be observed whenever information is released to the public.

Earthquake – Incident Management Team Quick-Reference Guide

Campus Safety will be the Incident Commander for an Earthquake incident until relieved by a local fire/rescue/first responder asset on scene.

If the Klamath County **Fire District** arrives on scene, they have jurisdiction.

The Oregon Tech **Campus Safety** Department will be the Campus Liaison with the Incident Command.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

The **Executive Policy Group** (EPG) may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

Incident Management Team

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the Incident Management Team (IMT) to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The IMT/EOC will be activated during any situation that requires the immediate coordination of multiple University departments or with outside agencies. The degree to which the IMT/EOC is activated depends on the need for coordination and communication between internal and external interests.

Meeting Locations – Incident Management Team

Primary: Sunset Conference Room

Secondary: DOW 103

For incidents for which meeting off-campus is preferable, the Incident Management Team will convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the Incident Management Team are stored in the CU building manager's office (CU 116B), in the Emergency Manager's office (Cornett 131A), and in the Foundation office.

Actions

- If the earthquake measures a magnitude 4.0 or greater, or if there is visible damage, all buildings should be considered as unsafe until deemed safe to reoccupy by competent authorities.
- The Geothermal Power Plants will be secured until deemed safe to restart by competent authorities.
- If the earthquake is severe, the campus may be unable to call on local services such as law enforcement or first responders. Campus departments such as Campus Safety, Facilities, Emergency Management, Housing, and Student Health Services will need to coordinate and share resources and information to ensure the safety of those on campus.
- If campus water, power, and or heat have been secured, or if the housing buildings are not deemed safe to reenter, the Incident Management Team will work with the campus housing staff to find suitable housing/shelter and food sources for those students living on campus.
- The Incident Management Team will coordinate with county, city, and state agencies as needed to obtain resources for the campus and to find out needs within the community.
- The Incident Management Team will, in conjunction with the Executive Policy Group, determine the need to request activation of the Oregon Higher Education Incident Management Team (IMT), based at the University of Oregon in Eugene.
- The staging area for persons evacuated from the buildings will be determined by the Incident Management Team, in conjunction with Campus Safety, and will be announced via the campus alert system and verbally at the evacuation points. This staging area reports to the Incident Management Team.
- The Incident Management Team will work with the Incident Command to control access and account for personnel.
- Work with the Campus Safety and Facilities Departments to assist Emergency Responders.
- Establish a staffed family information hotline, and publicize the number on the university webpage, social media sites, and through media outlets.

Earthquake – Campus Safety Quick-Reference Guide

If the Klamath County **Fire District #1** arrives on scene, they have jurisdiction.

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The **Executive Policy Group (EPG)** may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

Campus Safety

Campus Safety will be the Incident Commander for an Earthquake incident until relieved by a local fire/rescue/first responder asset on scene.

The Oregon Tech Campus Safety Department will be the Campus Liaison with the Incident Command.

Actions

- If the earthquake measures a magnitude 4.0 or greater, or if there is visible damage, all buildings should be considered as unsafe until deemed safe to reoccupy by competent authorities.
- Campus Safety will set up an Incident Command Post, and will notify Facilities, Emergency Management, and any responding outside agencies of its location.
- First responder staging areas, if required, will be determined by Campus Safety in conjunction with the Incident Command. All such staging areas will report to the Incident Command.
- The staging area for persons evacuated from the buildings will be determined by the Incident Management Team, in conjunction with Campus Safety, and will be announced via the campus alert system and verbally at the evacuation points. This staging area reports to the Incident Management Team.
- Campus Safety should attempt to account for all campus visitors, including contractors.
- If the earthquake is severe, the campus may be unable to call on local services such as law enforcement or first responders. Campus departments such as Campus Safety, Facilities, Emergency Management, Housing, and Student Health Services will need to coordinate and

share resources and information to ensure the safety of those on campus.

- Campus Safety and Facilities will assist with traffic control and campus access issues as required by the Incident Commander.

Earthquake – Facilities Quick-Reference Guide

Campus Safety will be the Incident Commander for an Earthquake incident until relieved by a local fire/rescue/first responder asset on scene.

If the Klamath County **Fire District #1** arrives on scene, they have jurisdiction.

The Oregon Tech **Campus Safety** Department will be the Campus Liaison with the Incident Command.

The Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** may be stood up to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

The **Executive Policy Group (EPG)** may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

Facilities Department

The Facilities Department is charged with assisting Campus Safety and the Incident Command with logistics support during the response to an incident, and with assisting the Incident Management Team with logistics during the recovery phase.

Staging Location –

In the absence of different directions from the Director of Facilities, all Facilities personnel will report to the Facilities building during an incident. The Director will report to the Emergency Operations Center/Incident Management Team.

Actions

- If the earthquake measures a magnitude 4.0 or greater, or if there is visible damage, all buildings should be considered as unsafe until deemed safe to reoccupy by competent authorities.
- The Geothermal Power Plants will be secured until deemed safe to restart by competent authorities.
- The Facilities Department will provide Campus Safety with a list of contractors and their locations on campus so that they can be accounted for.

- Facilities will inspect and monitor all water pipes, power lines, and natural gas lines, if safe to do so, and secure as needed.
- The Facilities Department will provide detailed maps and blueprints of the campus buildings, and schematics for various support systems for emergency responders.
- Facilities will provide heavy equipment and operators as able and as requested by the Incident Command.
- Campus Safety and Facilities will assist with traffic control and campus access issues as required by the Incident Commander.
- If the earthquake is severe, the campus may be unable to call on local services such as law enforcement or first responders. Campus departments such as Campus Safety, Facilities, Emergency Management, Housing, and Student Health Services will need to coordinate and share resources and information to ensure the safety of those on campus.
- The VPFA will consult with the Facilities, Campus Safety, Emergency Management, Student Affairs, and Academic Affairs Departments to determine if a recommendation to close the campus should be forwarded to the University President.

Annex 3 – Earthquake

I. Introduction and Purpose

Earthquakes may result in a number of problems on the Oregon Tech campus. They may cause injuries, damage buildings enough to require evacuation, cause loss of electrical power, delivery of water, IT services, or cellular phone services, close roads and bridges leading to the campus, and/or close campus sidewalks or roads due to fallen trees or powerlines.

II. Preparedness

- The Emergency Management Department will provide voluntary training to students, faculty, and staff, and will conduct a voluntary earthquake drill annually.
- Employees should be familiar with emergency exits and exit routes for their area, as well as the locations of emergency supplies, such as flashlights, first aid kits, and fire extinguishers.

III. Jurisdiction / Direction and Control

Campus Safety will be the Incident Commander for an Earthquake incident until relieved by local first responders.

- If local first responder resources are on scene, they have jurisdiction.
- The local first responders will be Incident Commander for an Earthquake situation, if they are available to assist on campus.
- Campus Safety will be the Campus Liaison with the Incident Command.
- The Vice President for Finance and Administration may elect to stand up the Incident Management Team (IMT) to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.
- If deemed necessary, the Executive Policy Group (EPG) may be convened by the University President to provide strategic guidance and Continuity of Operations, and to interface with the media, and with local, state, and federal elected officials as needed.

IV. Procedures

A. Students, Faculty, Staff, and Visitors

- **“Drop, Cover, Hold On”**

- If in a building during an earthquake, **Drop** to the floor, **Cover** your head and neck with your arms and seek shelter by getting under a sturdy desk or table if nearby, and **Hold On** to your shelter and be prepared to move with it until the shaking stops. You are safer under a table than standing in a doorway.
- If there is no table or desk near you, drop to the ground, get as low as possible, and then if you can move to an inside corner of the room and away from windows and items that can fall on you. Cover your head and neck with your hands and arms.
- Do not move to another location or outside. Earthquakes occur without any warning and may be so violent that you cannot run or crawl. You are more likely to be injured if you try to move around during strong shaking.
- A service animal may be frightened or injured and may not be able to work after the earthquake. There is increased risk of injury to their paws from broken glass or debris on the ground. Service animals are allowed in shelters, pets might not be.
- **In a wheelchair:** Lock your wheels and remain seated until the shaking stops. Always protect your head and neck with your arms, a pillow, a book, or whatever is available. Protect yourself in the safest place possible near where you are.
- Evacuate the building after the shaking has stopped. Be alert for hazards such as live electrical lines, broken glass, and tripping hazards. Avoid using elevators, and note that fire alarms may be sounding and/or sprinkler systems may be discharging.
- If you are outdoors, move to a clear area if you can safely do so; avoid power lines, trees, signs, buildings, vehicles, and other hazards.
- Expect aftershocks and remain aware of your surroundings. The aftershocks may change conditions or create new hazards; continue to be prepared to protect yourself.
- Help others in need if you are able.

B. Responders

- Campus Safety will set up an Incident Command Post, and will notify Facilities, Emergency Management, and any responding outside agencies of its location.
- The Vice President for Finance and Administration (VPFA) will determine if the Incident Management Team should be stood up, and in what location.
- The Incident Management Team will, in conjunction with the Executive Policy Group, determine the need to request activation of the Oregon Higher Education Incident Management Team (IMT), based at the University of Oregon in Eugene.

- First responder staging areas, if required, will be determined by Campus Safety in conjunction with the Incident Command. All such staging areas will report to the Incident Command.
- The staging area for persons evacuated from the buildings will be determined by the Incident Management Team, in conjunction with Campus Safety, and will be announced via the campus alert system and verbally at the evacuation points. This staging area reports to the Incident Management Team.
- If a triage staging area is required, its location will be determined by the Incident Command, and it will report to the Incident Command.
- Faculty members and office supervisors should try to account for all people in their spaces.
- The Facilities Department will provide Campus Safety with a list of contractors and their locations on campus so that they can be accounted for.
- Campus Safety should attempt to account for all campus visitors, including contractors.
- If the earthquake measures a magnitude 4.0 or greater, or if there is visible damage, all buildings should be considered as unsafe until deemed safe to reoccupy by competent authorities.
- The Geothermal Power Plants will be secured until deemed safe to restart by competent authorities.
- Facilities will inspect and monitor all water pipes, power lines, and natural gas lines, if safe to do so, and secure as needed.
- Procedures found in the Building Evacuation Annex will be followed.
- If the earthquake is severe, the campus may be unable to call on local services such as law enforcement or first responders. Campus departments such as Campus Safety, Facilities, Emergency Management, Housing, and Student Health Services will need to coordinate and share resources and information to ensure the safety of those on campus.
- The Facilities Department will provide detailed maps and blueprints of the campus buildings, and schematics for various support systems for emergency responders.
- Facilities will provide heavy equipment and operators as able and as requested by the Incident Command.
- Campus Safety and Facilities will assist with traffic control and campus access issues as required by the Incident Commander.

- Other departments will provide goods and services (as able) as required by the Incident Command and the Incident Management Team.
- The Marketing, Communications, and Public Affairs Department will release emergency alerts and warnings as needed on the campus alert system, the University website, and campus social media, and to the community via local media outlets.
- The Public Affairs Department will determine if there is a need to set up a university switchboard to field calls from family members seeking information about those on campus.
- If needed, the Public Affairs department will set up a media staging area away from evacuees. Public Affairs will control this staging area.
- The VPFA will consult with the Facilities, Campus Safety, Emergency Management, Student Affairs, and Academic Affairs Departments to determine if a recommendation to close the campus should be forwarded to the University President.
- The University President may, at their discretion, convene the Executive Policy Group to discuss Continuity of Business plans.
- If campus water, power, and or heat have been secured, or if the housing buildings are not deemed safe to reenter, the Incident Management Team will work with the campus housing staff to find suitable housing/shelter and food sources for those students living on campus.
- The Incident Management Team will coordinate with county, city, and state agencies as needed to obtain resources for the campus and to find out needs within the community.

V. Program and Plan Maintenance

The Earthquake Hazard Specific Annex will be maintained, reviewed, and updated on an annual basis, or following an incident or exercise, by the Director of Emergency Management. Changes will be approved by the Oregon Tech President.

Fire Alarm – Executive Policy Group Quick-Reference Guide

Campus Safety will be the Incident Commander for a Fire Alarm incident until relieved by a local fire department station on scene.

- Once local **fire district** resources are on scene, they have jurisdiction.
- Fire District #1 will be Incident Commander for a Fire Alarm situation.
- Campus Safety will be the Campus Liaison with the Incident Command.

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

Executive Policy Group

The Executive Policy Group (EPG) may convene at the University President’s discretion to interface with the media, and with local, state and federal elected officials as needed.

Meeting Locations – Executive Policy Group

Primary: Diamond Peak Conference Room – CU

Secondary: DOW 251

For incidents for which meeting off-campus is preferable, the Executive Policy Group will convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the Executive Policy Group are stored in the CU building manager’s office (CU 116B), in the Emergency Manager’s office (Cornett 131A), and in the Foundation office.

Actions

- If no fire is obvious, Campus Safety and other campus officials may enter the building at their discretion to confirm that all have evacuated.
- If fire is visible, do not enter the building and notify the responding fire department that it is unknown if the spaces are fully evacuated.
- The decision to allow reentry to a building following a fire alarm will be made by Campus Safety or by the local fire department having jurisdiction.
- The Executive Policy Group will, in conjunction with the Incident Management Team, determine the need to request activation of the Oregon Higher Education Incident Management Team (IMT), based at the University of Oregon in Eugene.
- The Executive Policy Group will maintain communications with local, state, and federal elected officials, and with leadership at other institutions.
- The Executive Policy Group will, via the Public Affairs Department, maintain communications with the media.
- If campus water, power, and or heat have been secured (turned off), or if the housing buildings are affected and are not deemed safe to reenter, the Incident Management Team will work with the campus housing staff to find suitable housing/shelter and food sources for those students living on campus.
- The Incident Management Team will coordinate with county, city, and state agencies as needed to obtain resources for the campus.

Fire Alarm – Agency Administrator Quick-Reference Guide

Campus Safety will be the Incident Commander for a Fire Alarm incident until relieved by a local fire department station on scene.

- Once local **fire district** resources are on scene, they have jurisdiction.
- Fire District #1 will be Incident Commander for a Fire Alarm situation.
- Campus Safety will be the Campus Liaison with the Incident Command.

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

The **Executive Policy Group (EPG)** may convene at the University President’s discretion to interface with the media, and with local, state and federal elected officials as needed.

Agency Administrator

The Agency Administrator works on behalf of the Executive Policy Group to make immediate emergency response decisions.

Actions:

Meeting Locations – Executive Policy Group

Primary: Diamond Peak Conference Room – CU

Secondary: DOW 251

Meeting Locations – Incident Management Team

Primary: Sunset Conference Room

Secondary: DOW 103

For incidents for which meeting off-campus is preferable, the EPG and IMT may convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the EPG and IMT are stored in the CU building manager’s office (CU 116B), in the Emergency Manager’s office (Cornett 131A), and in the Foundation office.

- If no fire is obvious, Campus Safety and other campus officials may enter the building at their discretion to confirm that all have evacuated.
- If fire is visible, do not enter the building and notify the responding fire department that it is unknown if the spaces are fully evacuated.
- The decision to allow reentry to a building following a fire alarm will be made by Campus Safety or by the local fire department having jurisdiction.
- If the EPG is activated, notify all members of the meeting location and provide call-in information if a member is unable to attend in person.
- Activate the Incident Management Team, if needed.
- Issue a written (paper or electronic) Delegation of Authority (DA), identifying the IC and IMT Director, if activated.
- Manage the EPG meeting and sets its agenda.
- Assign University personnel to be scribes for the EPG and liaison officers with external agencies and/or the Incident Command.
- Act as the liaison with the Incident Management Team.
- Establish communications with local, state, and/or federal officials, and with other state agencies that might be involved in resolving an incident.
- Make recommendations on canceling or delaying classes and university operations to the University President, on consultation with the Provost and Dean of Students, if available.
- Cancel planned leaves and vacations as necessary for Type 1 or 2 Incidents.
- The Incident Management Team will, in conjunction with the Executive Policy Group, determine the need to request activation of the Oregon Higher Education Incident Management Team (IMT), based at the University of Oregon in Eugene.
- If campus water, power, and or heat have been secured (turned off), or if the housing buildings are affected and are not deemed safe to reenter, the Incident Management Team will work with the campus housing staff to find suitable housing/shelter and food sources for those students living on campus.
- The Incident Management Team will coordinate with county, city, and state agencies as needed to obtain resources for the campus.

Fire Alarm – Public Affairs Quick-Reference Guide

Campus Safety will be the Incident Commander for a Fire Alarm incident until relieved by a local fire department station on scene.

- Once local **fire district** resources are on scene, they have jurisdiction.
- Fire District #1 will be Incident Commander for a Fire Alarm situation.
- Campus Safety will be the Campus Liaison with the Incident Command.

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The **Executive Policy Group (EPG)** may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

Public Affairs

The Oregon Tech Public Affairs Department is responsible for releasing all emergency alerts and warnings through the university alert system.

Public Affairs is also responsible for all press releases, and all interactions with the media.

Meeting Locations – Public Affairs (with the Executive Policy Group)

Primary: Diamond Peak Conference Room – CU

Secondary: DOW 251

(With the IMT)

Primary: Sunset Conference Room

Secondary: DOW 103

For incidents for which meeting off-campus is preferable, the Executive Policy Group/Public Affairs will convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the Executive Policy Group/Public Affairs are stored in the CU building manager's office (CU 116B), in the Emergency Manager's office (Cornett 131A), and in the Foundation office.

Actions

- If no fire is obvious, Campus Safety and other campus officials may enter the building at their discretion to confirm that all have evacuated.
- If fire is visible, do not enter the building and notify the responding fire department that it is unknown if the spaces are fully evacuated.
- The decision to allow reentry to a building following a fire alarm will be made by Campus Safety or by the local fire department having jurisdiction.
- The Public Affairs Department shall activate the campus emergency alert system to notify all employees and students of the situation and its location.
- If the Executive Policy Group is activated, contact all members to alert them of the University President's desired meeting location.
- If the Incident Management Team is activated, contact members to alert them of the meeting location.
- Publicize evacuation staging areas as determined by the IMT and Campus Safety.
- Responsible for all press releases, and all interactions with the media. Campus employees should be directed to forward all media queries to Public Affairs.
- Report to the designated Executive Policy Group meeting location and establish communications with the Incident Command and the Incident Management Team.
- Activate all Klamath Falls and Wilsonville campus Public Affairs personnel, and request partner agency public affairs personnel as needed.
- Work with the Incident Command and partner public affairs officials to address media interest relating to response to the incident.
- Work with the Executive Policy Group on media releases relating to the University during the incident.
- Determine and publicize the staging area for the media. This staging area will be controlled by and report to Public Affairs. The media will not be allowed in the staging areas for emergency responders, injured persons, evacuated personnel, or family members.
- Work with the Incident Management Team to establish a staffed family information hotline, and publicize the number on the university webpage, social media sites, and through media outlets.
- Except under extreme circumstances, FERPA (Family Educational Rights and Privacy Act), HIPAA (Health Insurance Portability and Accountability Act), and other privacy laws and regulations need to be observed whenever information is released to the public.

Fire Alarm – Incident Management Team Quick-Reference Guide

Campus Safety will be the Incident Commander for a Fire Alarm incident until relieved by a local fire department station on scene.

- Once local **fire district** resources are on scene, they have jurisdiction.
- Fire District #1 will be Incident Commander for a Fire Alarm situation.
- Campus Safety will be the Campus Liaison with the Incident Command.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

The **Executive Policy Group** (EPG) may convene at the University President’s discretion to interface with the media, and with local, state and federal elected officials as needed.

Incident Management Team

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the Incident Management Team (IMT) to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The IMT/EOC will be activated during any situation that requires the immediate coordination of multiple University departments or with outside agencies. The degree to which the IMT/EOC is activated depends on the need for coordination and communication between internal and external interests.

Meeting Locations – Incident Management Team

Primary: Sunset Conference Room

Secondary: DOW 103

For incidents for which meeting off-campus is preferable, the Incident Management Team will convene in the **Foundation office** downtown at 735 Commercial St., Suite 4000 on the 2nd floor. For access, the Foundation can be reached at: 541-885-1130.

Supply kits for the Incident Management Team are stored in the CU building manager’s office (CU 116B), in the Emergency Manager’s office (Cornett 131A), and in the Foundation office.

Actions

- If no fire is obvious, Campus Safety and other campus officials may enter the building at their discretion to confirm that all have evacuated.
- If fire is visible, do not enter the building and notify the responding fire department that it is unknown if the spaces are fully evacuated.
- The decision to allow reentry to a building following a fire alarm will be made by Campus Safety or by the local fire department having jurisdiction.
- The staging area for persons evacuated from the building(s) will be determined by the Incident Management Team, in conjunction with Campus Safety, and will be announced via the campus alert system and verbally at the evacuation points. This staging area reports to the Incident Management Team.
- If campus water, power, and or heat have been secured, or if the housing buildings are affected and are not deemed safe to reenter, the Incident Management Team will work with the campus housing staff to find suitable housing/shelter and food sources for those students living on campus.
- The Incident Management Team will coordinate with county, city, and state agencies as needed to obtain resources for the campus.
- The Incident Management Team will, in conjunction with the Executive Policy Group, determine the need to request activation of the Oregon Higher Education Incident Management Team (IMT), based at the University of Oregon in Eugene.
- The decision to allow reentry to a building following a bomb threat will be made by Campus Safety or by the local law enforcement agency having jurisdiction.
- If activated, the Incident Management Team will work with the Campus Safety Department to account for personnel.
- Work with the Campus Safety and Facilities Departments to assist Emergency Responders.
- Work with the Public Affair Department to establish a staffed family information hotline, and publicize the number on the university webpage, social media sites, and through media outlets.

Fire Alarm – Campus Safety Quick-Reference Guide

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

The **Executive Policy Group (EPG)** may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

Campus Safety

Campus Safety will be the Incident Commander for a Fire Alarm incident until relieved by a local fire district station on scene.

- Once local **fire district** resources are on scene, they have jurisdiction.
- Fire District #1 will be Incident Commander for a Fire Alarm situation.
- Campus Safety will be the Campus Liaison with the Incident Command.

Actions

- If no fire is obvious, Campus Safety and other campus officials may enter the building at their discretion to confirm that all have evacuated.
- If fire is visible, do not enter the building and notify the responding fire department that it is unknown if the spaces are fully evacuated.
- Campus Safety will set up an Incident Command Post, and will notify Facilities, Emergency Management, and any responding outside agencies of its location.
- The VPFA and the Emergency Manager will be notified immediately of the situation.
- The decision to allow reentry to a building following a fire alarm will be made by Campus Safety or by the local fire department having jurisdiction.
- Facilities will provide Campus Safety with a list of contractors who are expected to be in the affected building(s).

- Campus Safety will attempt to account for all students, faculty, staff, and visitors, to include contractors, who were known or thought to be in the affected building(s).
- Campus Safety and Facilities will assist with traffic control and campus access issues as required by the Incident Commander.
- First responder staging areas, if required, will be determined by Campus Safety in conjunction with the Incident Command. All such staging areas will report to the Incident Command.
- The staging area for persons evacuated from the building(s) will be determined by the Incident Management Team, in conjunction with Campus Safety, and will be announced via the campus alert system and verbally at the evacuation points. This staging area reports to the Incident Management Team.

Fire Alarm – Facilities Quick-Reference Guide

Campus Safety will be the Incident Commander for a Fire Alarm incident until relieved by a local fire department station on scene.

- Once local **fire district** resources are on scene, they have jurisdiction.
- Fire District #1 will be Incident Commander for a Fire Alarm situation.
- Campus Safety will be the Campus Liaison with the Incident Command.

The Vice President for Finance and Administration may elect to stand up the Emergency Operations Center (EOC) and the **Incident Management Team (IMT)** to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public and the media.

The Oregon Tech **Public Affairs** Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.

The **Executive Policy Group (EPG)** may convene at the University President's discretion to interface with the media, and with local, state and federal elected officials as needed.

Facilities Department

The Facilities Department is charged with assisting Campus Safety and the Incident Command with logistics support during the response to an incident, and with assisting the Incident Management Team with logistics during the recovery phase.

Actions

- If no fire is obvious, Campus Safety and other campus officials may enter the building at their discretion to confirm that all have evacuated.
- If fire is visible, do not enter the building and notify the responding fire department that it is unknown if the spaces are fully evacuated.
- The decision to allow reentry to a building following a fire alarm will be made by Campus Safety or by the local fire department having jurisdiction.
- Facilities will inspect and monitor water, power, and natural gas delivery systems, if safe to do so, and will secure as needed.

- Facilities will provide Campus Safety with a list of contractors who are expected to be in the affected building(s).
- The Facilities Department will provide detailed maps of the affected building(s), blueprints of the campus buildings, and schematics for various support systems for emergency responders.
- Campus Safety and Facilities will assist with traffic control and campus access issues as required by the Incident Commander.
- If campus water, power, and or heat have been secured, or if the housing buildings are affected and are not deemed safe to reenter, the Incident Management Team will work with the campus housing staff to find suitable housing/shelter and food sources for those students living on campus.
- The Incident Management Team will coordinate with county, city, and state agencies as needed to obtain resources for the campus.

Annex 4 – Fire Alarm

I. Introduction and Purpose

Fire alarms may sound at any time, and need to always be treated as a real event until proven otherwise – evacuate the building whenever the fire alarm activates. A fire on campus or a nearby wildland fire may cause injuries, damage buildings, university property, and student property, or cause a loss of other campus services, such as the delivery of electrical power, natural gas, or IT services. A large fire could render a building unusable for an extended period.

II. Preparedness

- The Emergency Management Department will provide mandatory fire drills in all campus buildings annually, and in residence buildings quarterly.
- Fire alarm systems, sprinkler systems, hydrants, and fire extinguishers will be inspected and tested regularly.
- Campus fire lanes will have the necessary signage for proper designation, and their locations will be provided to local fire and rescue services.
- All buildings on the Klamath Falls campus have audible fire alarm systems, but not all notify authorities that an alarm is sounding.
- Emergency exit signs and emergency exit routes will be posted in all buildings.
- Employees should be familiar with emergency exits and exit routes for their area, as well as the locations of fire extinguishers and fire alarm pull stations.
- All calls to the Klamath County 911 Dispatch Center are relayed to Campus Safety.

III. Jurisdiction / Direction and Control

Campus Safety will be the Incident Commander for a Fire Alarm incident until relieved by a local fire department station on scene.

- Once local fire district resources are on scene, they have jurisdiction.
- Fire District #1 will be Incident Commander for a Fire Alarm situation.
- Campus Safety will be the Campus Liaison with the Incident Command.
- If deemed necessary, the Vice President for Finance and Administration may elect to stand up the Incident Management Team (IMT) to provide logistical support to the Incident Command, and to provide a campus interface with the rest of the campus and with the public.

- If deemed necessary, the Executive Policy Group (EPG) may be convened by the University President to provide strategic guidance and Continuity of Operations, and to interface with the media, and with local, state, and federal elected officials as needed.

IV. Procedures

A. Students, Faculty, Staff, and Visitors

- Anyone seeing a fire larger than can be extinguished with a hand-held fire extinguisher should immediately pull the nearest fire alarm, evacuate the building, and call 9-1-1.
- Provide the 9-1-1 dispatcher with the following information:
 - The building involved
 - If it is known that a fire exists
 - If there are known injuries
- Help others in need to evacuate if you are able.
- Do not use elevators if the alarm is sounding – use only stairways. Exit through the nearest safe exit and note that on some of the newer buildings fire doors and fire curtains may be closed making passage in that direction impossible.
- When evacuating a building, move at least 300 feet away from the building, and remain upwind if able to do so safely.
- Because not all of the building alarms notify authorities that the alarm is going off, call 9-1-1 after evacuating to confirm that they have received the alarm notification.
- If unable to evacuate, block the bottom of the doors with towels or other materials to reduce smoke, and signal through the window that you are there. If unable to attract the attention of those outside, immediately call 9-1-1 and let them know where you are.
- If a building or area of a building is evacuated, faculty or staff should account for all people in those spaces.
- If a small fire is immediately extinguished, the area may still need to be evacuated if noxious or toxic fumes are present.
- If a small fire is immediately extinguished without the alarm sounding, Campus Safety, Facilities, the Building Manager, and Environmental Health and Safety should be notified as soon as possible.

- Even if an alarm appears to be false or the crisis is over, do not attempt to silence the alarm or reset it. Legally this can only be done by competent authorities. Do not reenter the building until given permission by authorities.

B. Responders

- If no fire is obvious, Campus Safety and other campus officials may enter the building at their discretion to confirm that all have evacuated.
- If fire is visible, do not enter the building and notify the responding fire district that it is unknown if the spaces are fully evacuated.
- Campus Safety will set up an Incident Command Post, and will notify Facilities, Emergency Management, and any responding outside agencies of its location.
- Procedures found in the Building Evacuation Annex will be followed.
- Facilities will inspect and monitor water, power, and natural gas delivery systems, if safe to do so, and will secure as needed.
- Facilities will provide Campus Safety with a list of contractors who are expected to be in the affected building(s).
- Campus Safety will attempt to account for all students, faculty, staff, and visitors, to include contractors, who were known or thought to be in the affected building(s).
- The Facilities Department will provide detailed maps of the affected building(s), blueprints of the campus buildings, and schematics for various support systems for emergency responders.
- Campus Safety and Facilities will assist with traffic control and campus access issues as required by the Incident Commander.
- Other departments will provide goods and services (as able) as required by the Incident Command and the Emergency Operations Center.
- The Vice President for Finance and Administration (VPFA) will determine if the Incident Management Team should be stood up, and in what location.
- The Incident Management Team will, in conjunction with the Executive Policy Group, determine the need to request activation of the Oregon Higher Education Incident Management Team (IMT), based at the University of Oregon in Eugene.
- First responder staging areas, if required, will be determined by Campus Safety in conjunction with the Incident Command. All such staging areas will report to the Incident Command.
- The staging area for persons evacuated from the building(s) will be determined by the Incident Management Team, in conjunction with Campus Safety, and will be announced via

the campus alert system and verbally at the evacuation points. This staging area reports to the Incident Management Team.

- If a triage staging area is required, its location will be determined by the Incident Command, and it will report to the Incident Command.
- If needed, the Marketing, Communications, and Public Affairs department will set up a media staging area away from evacuees. Public Affairs will control this staging area.
- The Public Affairs Department will determine if there is a need to set up a university switchboard to field calls from family members seeking information about those on campus.
- The University President may, at their discretion, convene the Executive Policy Group to discuss Continuity of Business plans.
- If campus water, power, and or heat have been secured, or if the housing buildings are affected and are not deemed safe to reenter, the Incident Management Team will work with the campus housing staff to find suitable housing/shelter and food sources for those students living on campus.
- The Incident Management Team will coordinate with county, city, and state agencies as needed to obtain resources for the campus.
- The decision to allow reentry to a building following a fire alarm will be made by Campus Safety or by the local fire department having jurisdiction.

C. Wildland Fires

If a wildland fire potentially threatens the campus, the Vice President of Finance and Administration will meet with the fire Incident Command to determine if the campus needs to be evacuated, or if other measures need to be taken to protect those on the campus or the campus itself. The VPFA may stand up the IMT at their discretion to facilitate the recommended or required actions.

V. Program and Plan Maintenance

The Fire Alarm Hazard Specific Annex will be maintained, reviewed, and updated on an annual basis, or following an incident or exercise, by the Director of Emergency Management. Changes will be approved by the Oregon Tech President.

Annex 5: Inclement Weather Campus Closure

I. Introduction and Purpose

The decision to close the Oregon Tech Klamath Falls campus will be made by the Vice President For Finance And Administration or their designated representative.¹ The primary concern will be for the health and safety of the students, faculty, staff, and campus visitors. The campus closure procedure may be implemented when there is a concern of snow loads on the building roofs, ice on sidewalks or parking lots, travel to or from a campus may involve considerable risk, or when inclement weather may limit the ability of a campus operation to function safely. Pre-closure consultation will be led by the Vice President for Finance and Administration (VPFA), and will include officials from the Facilities, Campus Safety, Student Affairs, Academic Affairs, and Emergency Management departments.

II. Preparedness

- The Campus Public Safety, Facilities, and Emergency Management departments will monitor weather reports closely during winter months to determine what actions may be required to continue safe operations on the campus. The three departments will also monitor actual conditions on the campus, and will maintain open lines of communications to discuss concerns. All three departments will have a supervisor-level or higher employee as a 24-hour contact available to address concerns or to activate that department's section of the plan.
- Facilities will keep road and sidewalk clearing equipment ready, and will have the personnel to operate this equipment on standby, whenever weather reports forecast ice storms, freezing rain, more than one inch of snow, or high winds which may push snow into drifts, within the next 24 hours.
- If weather forecasts predict significant weather within the next 24 hours, the VPFA will be notified by the Campus Public Safety Department and briefed. At their discretion, the VPFA will brief the Vice President of Student Affairs, the Provost, the campus Housing Director, the Athletic Director, and campus dining supervisor on developments.
- The Emergency Management Department will liaise with the City of Klamath Falls and with the Klamath County Emergency Management Department to determine if there will be any regional issues, such as road closures or other school closures, which may affect the campus.
- Inclement weather campus closure decisions for the Portland-Metro and Scappoose campuses will be made by the Vice President for those campuses in consultation with executive and operational leadership at those locations. Closures of satellite facilities for

¹ In the absence of the VPFA, the Succession of Authority falls to the Vice President for Academic Affairs/Provost, then to the Vice President for Student Affairs/Dean of Students, then to the Vice President for the Portland-Metro/Scappoose campuses.

Boeing and Chemeketa/Salem operations will be made by operational leaders at those facilities.

III. Jurisdiction / Direction and Control

The Oregon Tech Vice President for Finance and Administration will provide direction and control for issues relating to campus closures.

IV. Procedures

- The Campus Public Safety Department will make recommendations to the VPFA on inclement weather campus closure or delayed-opening issues. The VPFA will consult with Facilities, Campus Public Safety, Emergency Management, Student Affairs, and Academic Affairs, and make a decision.
- If overnight inclement weather produces an unsafe situation, efforts will be made to come to a campus closure or delayed-opening recommendation before 6:00 am.
- If morning inclement weather has the potential to produce unsafe conditions during the day (such as for afternoon or evening classes or for a basketball game), efforts will be made to come to a campus closure recommendation no less than one hour before the recommended closure time.
- A decision to close or delay the opening of the campus will be announced by the VPFA to Facilities, Student Affairs, Academic Affairs, student housing, campus dining, and the Marketing, Communications, and Public Affairs Department via phone, text, and/or email as soon as possible.
- The Marketing, Communications, and Public Affairs Department will publicize closure and delayed-opening announcements to the campus via the campus alert system, campus email, the campus website, and campus social media, and to the community via local media outlets.
- At the discretion of the VPFA, the Athletic Director will be notified of developments to alert any traveling sports teams of weather in Klamath Falls, and, if available, expected weather on any travel routes taken to return home.
- If the decision to close the campus is made during regular working hours, campus email and office phone trees will also be used to announce the closure.
- Established phone calling trees will be activated by department managers.
- The VPFA will notify other state institutions of higher education and state agencies as required of any decisions to close the campus. The Emergency Management Department will notify county emergency management and city authorities of a decision to close the campus.
- The Facilities Department will notify all contractors working on campus of any closures or a delayed-opening.

- Snow and ice removal on campus will be completed by the Facilities Department. If inclement weather occurs overnight, the Campus Safety Department will notify Facilities of the need to remove snow and ice.
- Priority for snow-clearing and sanding operations will be given to access paths for emergency response vehicles, sidewalks between the campus dormitories and the College Union, and handicapped parking and access areas.
- If a campus closure negatively impacts dining service's abilities to provide food for students living on campus, the Emergency Management Department will coordinate with the dining services supervisor, Student Affairs, and the campus housing staff to provide meals to those on campus.
- The decision to reopen the campus following an inclement weather closure will be made by the VPFA, who, if not available will delegate this responsibility as shown in Footnote 1.
- Employees are responsible for checking the notification resources listed prior to reporting for work when conditions exist that might result in a campus closure.
- Unclassified employees are on contract appointments and do not need to account for work time missed due to a campus closure.
- Classified employees will be subject to the terms of the Collective Bargaining Agreement (Article 63) which allows employees who are at work to be paid for the remainder of the work shift if the campus is closed during their shift, and requires employees who have not yet reported to work to use accrued vacation, compensatory time, exchange time, or personal leave, or to take leave without pay to cover work time missed due to closure. Classified employees reporting for work after a timely closure announcement is made will be required to use leave time or leave without pay and will not be credited with appearing for work.
- Only those classified employees authorized in advance by their supervisors to work on campus during inclement weather closures will be paid for those hours worked.

V. Program and Plan Maintenance

The Inclement Weather Campus Closure Hazard Specific Annex will be maintained, reviewed, and updated on an annual basis, or following an incident or exercise, by the Director of Emergency Management. Changes will be approved by the Oregon Tech President.

Emergency Public Communications – Agency Administrator Quick-Reference Guide

Communications between Oregon Tech and its stakeholders, including students, faculty, staff, family members, campus visitors, and the general media, are critical during an emergency. Timely and accurate information issuance is critical to the University's ability to stay on top of the situation. Regular updates and scheduled press conferences may be required to keep people informed. And these issuances will likely need to be made over multiple platforms to accommodate as many stakeholders as possible.

The Agency Administrator works on behalf of the Executive Policy Group to make immediate emergency response decisions.

Actions:

- A determination to send an alert to some or all campus stakeholders is made by Oregon Tech executive leadership (Vice President or above).
- In a situation with imminent life/safety implications, a common sense decision should be made as to whether to issue an alert to the impacted stakeholders without waiting for approval from VP-level leadership.
- All official Oregon Tech press releases and communications relating to emergency operations or an incident or event will be issued by the Public Affairs Department, in conjunction with executive leadership, the Executive Policy Group, or the Emergency Operations Center/ Incident Management Team, depending on the situation and which entities have been activated.
- Public Affairs Department staff are the primary university spokespersons.

- **Notify key constituencies**
 - Board of Trustees
 - Students
 - Administration, faculty and staff
 - Parents, guardians, spouses and other family members of students, faculty, and staff
 - State agencies and elected government officials
 - Other Oregon and / or regional institutions of higher education

- Oregon Tech Foundation and Alumni leadership (with recommendations on how they may want to communicate with their constituents)
 - Media
 - General public
-
- Identify facts, critical information and key messages

Emergency Public Communications – Public Affairs Quick-Reference Guide

Communications between Oregon Tech and its stakeholders, including students, faculty, staff, family members, campus visitors, and the general media, are critical during an emergency. Timely and accurate information issuance is critical to the University's ability to stay on top of the situation. Regular updates and scheduled press conferences may be required to keep people informed. And these issuances will likely need to be made over multiple platforms to accommodate as many stakeholders as possible.

Actions:

- The Oregon Tech Public Affairs Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.
- A determination to send an alert to some or all campus stakeholders is made by Oregon Tech executive leadership (Vice President or above).
- In a situation with imminent life/safety implications, a common sense decision should be made as to whether to issue an alert to the impacted stakeholders without waiting for approval from VP-level leadership.
- All official Oregon Tech press releases and communications relating to emergency operations or an incident or event will be issued by the Public Affairs Department, in conjunction with executive leadership, the Executive Policy Group, or the Emergency Operations Center/ Incident Management Team, depending on the situation and which entities have been activated.
- Public Affairs Department staff are the primary university spokespersons.
- Report to the designated Executive Policy Group meeting location and establish communications with the Incident Command and the Incident Management Team.
- Activate all Klamath Falls and Wilsonville campus Public Affairs personnel, and request partner agency public affairs personnel as needed.
- Work with the Executive Policy Group to notify key constituencies
 - Board of Trustees
 - Students
 - Administration, faculty and staff
 - Parents, guardians, spouses and other family members of students, faculty, and staff

- State agencies and elected government officials
 - Other Oregon and / or regional institutions of higher education
 - Oregon Tech Foundation and Alumni leadership (with recommendations on how they may want to communicate with their constituents)
 - Media
 - General public
- Identify facts, critical information and key messages, separate from speculation.
 - Use all modes of communications required to reach all parts of the campus community, the public, and the media.
 - Coordinate the release of any institutional information, including official statements from appropriate university officials.
 - Set up press conferences as required by the situation - when possible, the appropriate University leader, law enforcement representative, and/or the Public Affairs Department will convey key messages to the media and public in an appropriate setting
 - Share messages with key internal channels, including the university switchboards, Web site, Facebook page, Twitter account, Tech News DAILY, Residence Hall front desk, The Edge, and KTEC. Distribute a fact sheet, news release (written, audio, or video), or script to appropriate constituencies.
 - Determine and publicize the staging area for the media. This staging area will be controlled by and report to Public Affairs. The media will not be allowed in the staging areas for emergency responders, injured persons, evacuated personnel, or family members.
 - Work with the Incident Management Team to establish a staffed family information hotline, and publicize the number on the university webpage, social media sites, and through media outlets.
 - Except under extreme circumstances, FERPA (Family Educational Rights and Privacy Act), HIPAA (Health Insurance Portability and Accountability Act), and other privacy laws and regulations need to be observed whenever information is released to the public.

Emergency Public Communications – Incident Management Team Quick-Reference Guide

Communications between Oregon Tech and its stakeholders, including students, faculty, staff, family members, campus visitors, and the general media, are critical during an emergency. Timely and accurate information issuance is critical to the University's ability to stay on top of the situation. Regular updates and scheduled press conferences may be required to keep people informed. And these issuances will likely need to be made over multiple platforms to accommodate as many stakeholders as possible.

Actions:

- A determination to send an alert to some or all campus stakeholders is made by Oregon Tech executive leadership (Vice President or above).
- In a situation with imminent life/safety implications, a common sense decision should be made as to whether to issue an alert to the impacted stakeholders without waiting for approval from VP-level leadership.
- All official Oregon Tech press releases and communications relating to emergency operations or an incident or event will be issued by the Public Affairs Department, in conjunction with executive leadership, the Executive Policy Group, or the Emergency Operations Center/ Incident Management Team, depending on the situation and which entities have been activated.
- Public Affairs Department staff are the primary university spokespersons.

- **Notify key constituencies**
 - Board of Trustees
 - Students
 - Administration, faculty and staff
 - Parents, guardians, spouses and other family members of students, faculty, and staff
 - Law enforcement agencies, first responders, health care facilities, and other local civic authorities as needed
 - State agencies and elected government officials
 - Other Oregon and / or regional institutions of higher education

- Oregon Tech Foundation and Alumni leadership (with recommendations on how they may want to communicate with their constituents)
- Media
- General public
- Identify facts, critical information and key messages
- Work with the Public Affairs Department to establish a staffed family information hotline, and publicize the number on the university webpage, social media sites, and through media outlets.

Emergency Public Communications – Campus Safety Quick-Reference Guide

Communications between Oregon Tech and its stakeholders, including students, faculty, staff, family members, campus visitors, and the general media, are critical during an emergency. Timely and accurate information issuance is critical to the University's ability to stay on top of the situation. Regular updates and scheduled press conferences may be required to keep people informed. And these issuances will likely need to be made over multiple platforms to accommodate as many stakeholders as possible.

Campus Safety will be the initial Incident Commander for an event on campus.

The Oregon Tech Campus Safety Department will be the Campus Liaison with the Incident Command if an external agency takes over as Incident Commander.

Actions

- The Oregon Tech Public Affairs Department is responsible for releasing all emergency alerts and warnings through the university alert system. Public Affairs is also responsible for all press releases, and all interactions with the media.
- A determination to send an alert to some or all campus stakeholders is made by Oregon Tech executive leadership (Vice President or above).
- In a situation with **imminent life/safety implications**, a common sense decision should be made as to whether to issue an alert to the impacted stakeholders without waiting for approval from VP-level leadership.
- All official Oregon Tech press releases and communications relating to emergency operations or an incident or event will be issued by the Public Affairs Department, in conjunction with executive leadership, the Executive Policy Group, or the Emergency Operations Center/ Incident Management Team, depending on the situation and which entities have been activated.
- Public Affairs Department staff are the primary university spokespersons.
- Share important information with Public Affairs personnel. Be sure to differentiate between facts and speculation or estimates.
- If there is important information that needs immediate release to protect the public (such as areas to avoid or evacuation procedures), pass to Public Affairs personnel as soon as possible.

Annex 6: Emergency Public Communications

I. Introduction and Purpose

The purpose of the Emergency Public Communications Annex is to define how communications will be conducted between Oregon Tech and its stakeholders, including students, faculty, staff, family members, campus visitors, and the general media. Determining the campus constituencies that need to be notified and the method(s) of reaching them are important to effective communications.

Effective communication with the various campus stakeholders relies on the timely release of facts and information, requests to the public, and instructions, with communications channels open in both directions (i.e.: taking questions as well as providing statements). Minimizing rumors and misinformation are best completed by providing facts, refuting falsehoods, and providing ongoing updates. Effective communication also helps to maintain or restore order and / or confidence.

The safety and well-being of the campus community is the primary concern of Oregon Tech Emergency Management, and providing critical information that will allow people to make informed decisions in a timely manner is vital to accomplishing this.

II. Preparedness

A crisis on campus will draw the attention of the public, the media, campus users such as students, faculty, and staff, and the families of these persons. Timely and accurate information issuance is critical to the University's ability to stay on top of the situation. But the days of just inviting local print media (newspapers), television, and radio reporters to a press conference are in the past. Not only has the scope expanded beyond the region to include the state, and in some case national, interests, but new forms of social and internet media have become the best, or in some cases only, way to reach certain segments of the campus and broader constituent communities.

For some incidents, a single alert message may be all that is required to inform the campus community about an event or issue. In an on-going incident, however, regular updates and scheduled press conferences may be required to keep people informed. And these issuances will likely need to be made over multiple platforms to accommodate as many stakeholders as possible.

III. Jurisdiction / Direction and Control

The Oregon Tech Incident Management Team will control modes of communication by campus members during a crisis.

IV. Procedures

A determination to send an alert to some or all campus stakeholders is made by Oregon Tech executive leadership (Vice President or above). The Campus Safety Department is mostly likely to be the entity requesting an alert broadcast, and only one executive leadership member is required to authorize such a transmission.

The Public Affairs Department has a list of pre-written (canned) messages stored within the Alert System that contain all but the incident-specific details. Original messages can also be sent if none of the pre-written messages is adequate for the event at hand. The incident and severity will determine the messages sent to internal and external stakeholders, and the timeline for release.

In a situation with imminent life/safety implications, a common sense decision should be made as to whether to issue an alert to the impacted stakeholders without waiting for approval from VP-level leadership. For example, the Director of Campus Housing may immediately order a dormitory to be evacuated for fire or earthquake, if delaying for approval might endanger students.

All official Oregon Tech press releases and communications relating to emergency operations or an incident or event will be issued by the Public Affairs Department, in conjunction with executive leadership, the Executive Policy Group, or the Emergency Operations Center/Incident Management Team, depending on the situation and which entities have been activated.

During an incident, members of the University leadership will convene the Executive Policy Group to develop and execute a communications plan specific to that crisis or event. The plan may include:

1. Communications Modes

- The current Oregon Tech Emergency Alert System can be programmed to send out urgent messages via voice, text, and email, as well as on the Home Page of the Oregon Tech website.
- Messages and media releases can also be posted on the Oregon Tech webpage, Facebook page, Twitter feed, other social media and via email.
- Media/ video releases may also be sent directly to media outlets or wire services.
- Press briefings / conferences may also be scheduled to provide information, with spoken statements and / or written releases passed to credentialed media, and the media providing its own written, radio, or television reporters.
- Meetings directly with campus stakeholders (students, faculty, staff, and family members) may be held by the Executive Policy Group or the Public Affairs Department with or without media interests present.

All of the above methods of communicating with campus stakeholders, the media, and the public are controlled and maintained by the Oregon Tech's Public Affairs Department. The Alert System is an "Opt-Out" system for all students, faculty, and staff, and is an "Opt-In" system for family members. The Alert System is tested quarterly.

2. Identify facts, critical information and key messages. The Public Affairs Department will coordinate the release of any institutional information, including official statements from appropriate university officials. Objectives in the release of information are:

Action Steps:

- Timely release of accurate information;
- Communicate verified facts rather than speculation

Objectives:

- Promote and protect the welfare of involved personnel and/or students and their families;
- Collaborate with external entities/agencies, such as law enforcement or state or federal authorities.
- Facilitate information flow;
- Retain employee, student, public and news media confidence in the institution;
- Use a crisis, when appropriate, to educate the public on broader issues raised by the crisis (i.e., how we'll prevent similar incidents from occurring in the future, what programs we have in place and what we're doing now).

Information that is speculative should not be released. Examples of such information include estimates concerning the dollar value of damage resulting from a fire or comments on judicial processes in which findings have not been issued.

3. Designate a spokesperson. In all instances, the Public Affairs Department staff are the primary university spokespersons.

4. Notify key constituencies. This includes e-mail notification to student and staff lists, Oregon Tech social media sites, and use of the Alert System as appropriate. Constituents must be informed of appropriate details and actions taken by the university during a crisis. Effective communications help quell rumors, maintain morale and ensure orderly operations of the university. Among groups that should be considered for communication in a crisis situation:

- Board of Trustees
- Students
- Administration, faculty and staff
- Parents, guardians, spouses and other family members of students, faculty, and staff
- Law enforcement agencies, first responders, health care facilities, and other local civic authorities as needed
- State agencies and elected government officials
- Other Oregon and / or regional institutions of higher education
- Oregon Tech Foundation and Alumni leadership (with recommendations on how they may want to communicate with their constituents)
- Media
- General public

5. Share messages with key internal channels, including the university switchboards, Web site, Facebook page, Twitter account, Residence Hall front desk, and KTEC. Distribute a fact sheet, news release (written, audio, or video), or script to appropriate constituencies.

6. Press briefing and/or public forum. The appropriate University leader and/or the Public Affairs Department will convey key messages in a timely manner to the media and public in an appropriate setting, based on the type and location of the emergency.

In order for many of the above actions to be properly executed, individuals responsible for those tasks must have access to functioning telephones, cell phones, computers, university servers and other support components for Oregon Tech communications. The ITS Department has responsibility for the telephones, computers, and university server systems. The Public Affairs Department will work to ensure that communication tools are in place, sufficient, and maintained, and that there is adequate backup for key responsibilities, should any Public Affairs individual(s) be unable to fulfill their duties. In the event of loss of telephone service, cellular phones will be used by Oregon Tech's emergency responders. Some personnel may also have access to hand-held public frequency radios. Cellular phone numbers and other contact information for key university officials are maintained by Emergency Management as the Recall Roster/Emergency Contact List in the Emergency Operations Plan.

V. Annex Development and Maintenance

This annex was developed by the Oregon Tech Emergency Management and Continuity Program with assistance from the University Marketing, Communications, and Public Affairs Department (Public Affairs). The Emergency Management and Continuity Program is responsible for updating and maintaining this annex.

Annex 7: Emergency Response Communications

I. Introduction and Purpose

The purpose of the Communications Annex is to define how communication will be conducted among individuals and teams responding to emergencies, events, and other incidents on the Oregon Tech Klamath Falls campus. It focuses on communication within the University community and its responders, and does not address the inclusion of outside agencies, such as the Klamath Falls Police Department and Klamath County Fire District One. It also does not address communications between the University and the public.

II. Preparedness

Individuals responding to emergencies, events, and other events require clear and effective channels of communication. In many cases, this communication will be performed remotely via telephones (landline, cellular, text), Email (or Web Chat), or radio. All parties must have information on modes, channels, telephone numbers, Email addresses, and other identification features, and must have access to those methods of communication that are needed to complete the task at hand.

Other key assumptions include:

- Not all communications methods may be available or operable, depending on the situation and conditions.
- A catastrophic event may render select modes, or even all modes, of electronic communication inoperable.
- Not all personnel who need to communicate will have the modes needed available.

III. Jurisdiction / Direction and Control

The Oregon Tech Incident Management Team will control modes of communication by campus members during a crisis.

IV. Procedures

Accurate, concise, and timely communication is critical to any emergency response, and is typically the least robust element in the response. Because it is so important and so fragile, if possible, multiple modes of communication should be planned for and deployed during critical incidents. A mobile field unit might consider a cellular phone to be its primary means of communication with the base unit, and a portable radio to be the back-up, but flip this order when trying to communicate with another field unit. Communications strategies should be based on the needs of the users, security requirements, documentation requirements, equipment availability (including network degradation and power supplies), and situational requirements. Each of these factors should be weighted based on perceived importance.

Communication Modes

Oregon Tech's approach to Emergency Responder and Emergency Management communications is multi-dimensional and redundant. Methods used by campus emergency response personnel include:

- Landline Telephones
- Cellular Telephones / Text (SMS)
- Email
- Radio (2-Way)
- Web Chatroom

In addition to the methods listed above, the University may use its alert system, which can itself send messages via three modes: 1) voice (telephone); 2) text message (SMS); and 3) email. Each mode of communication is described below.

Landline Telephone

Landline telephones are hardwired, relying on a physical connection (cord directly to the handset, or to a base station for a cordless version) to transmit and receive. Oregon Tech's Klamath Falls campus landline phone system includes traditional analog phones, provisioned by a local telecom service (for select systems, such as building fire alarms) and newer Internet Protocol (IP) cloud-based system (most phones on campus). Together, these systems are known as the Campus Phone System.

The campus IP phones are distributed from distribution frames in each building. A number of distribution frames do not have emergency power available to them, but do have back-up battery power, designed to last approximately 1/2 hour. This means that depending on how long the campus has been without electrical power, the campus phone system may not have power. Analog lines, provisioned by a local telecom service, will be subject to the local telecom's uptime.

All building distribution frames and circuits connect to the campus core networking and from there to a cloud-based Public Switched Telephone Network (PSTN) and the outside world. Core networking is in Snell Hall. A back-up generator should take over if Snell Hall loses power. Cloud-based phone service will still be available wherever internet is accessible (off-campus wifi, cell phones, etc.)

IP phone sets are not necessarily more vulnerable to power outages than traditional analog phones, as long as an internet connection is available. However, IP phones receive power from their Ethernet switches, and if that switch loses power, the phone will no longer operate. In most cases the distribution frames which house the Ethernet switches are equipped with an

Uninterruptable Power Supply (UPS) for limited power backup. Some distribution frames require UPS upgrades or additions.

Cellular Telephones and Text (SMS)

Cell phones are nearly ubiquitous, and offer a high degree of mobility, often a priority during an emergency. Smart phones, in addition to voice communication and voicemail, offer text (SMS) and web-based communication (email and others, based on Apps installed), increasing their versatility. Most also offer Geo-Locating services for the user, and the ability to document issues with cameras and audio and video recorders. There are spots on campus, however, that do not reliably receive cellular signals, including parts of the Residence Hall, some basements, and much of the campus tunnel system. The campus does not currently have a cellular repeater system to improve reception in questionable areas.

Not all members of the campus community have access to a smart phone, or even a basic cell phone. Communication plans will need to take this in to account.

Text messaging, while still using the cellular network that the voice mode relies on, is often more reliable as it requires less bandwidth to send and receive (burst transmission as opposed to a continuous link). One shortcoming of text messaging is that most 9-1-1 call and dispatch centers are still only equipped to handle voice calls and requests. There is a nationwide effort to upgrade dispatch centers to receive text messages (Next Generation 911), and now this service has reached the Klamath Basin – Klamath County 9-1-1/Dispatch can now receive and send text messages for emergencies. The same limitations apply to Campus Safety – their desk phones cannot receive text messages, but their cellular phones can.

The cellular network is typically owned and operated by commercial enterprises, and the cell towers almost universally have back-up power available even during a large-scale power outage. So, with regards to power, most cellular phones are more limited by their own batteries and the ability to recharge them than by outside circumstances.

During an emergency, the cell networks can become overwhelmed as many individuals try to place a call at the same time. The Wireless Priority Service (WPS)¹ system and the Government Emergency Telecommunications Service (GETS)² may be available to certain campus users (First Responders, such as Campus Safety) during an emergency to gain priority access to the cellular network.

¹ “Wireless Priority Service supports national leadership, federal, state, local, tribal and territorial governments; and other authorized national security and emergency preparedness (NS/EP) users. It is intended to be used in an emergency or crisis situation when the wireless network is congested and the probability of completing a normal call is reduced.” (from the DHS website: <https://www.dhs.gov/wireless-priority-service-wps>) WPS is available from most cellular carriers for an additional fee, and authorization to use either WPS or GETS must be established before an emergency or crisis situation occurs.

² <https://www.dhs.gov/requesting-gets-and-wps>

Email

Email may be an excellent option for ongoing incident management and long-term response efforts, especially for personnel working in an office environment (not in the field) and who are not completing tasks which require high mobility. As written communications, emails will reduce the likelihood of transmission error or ambiguity. Emails will also be a valuable source of documentation after the incident is over and records are being compiled.

But email is most likely not a viable option for real-time communications, where time matters, and may be ungainly in the field or for those without continuous service. Emails also rely on having network connectivity, either from an Ethernet connection to a desktop computer, a Wi-Fi connection to a tablet, or a cellular data connection to a smart phone, any of which may be disrupted or unavailable during an emergency.

Radios (2-Way)

The only regular users³ of 2-way radios on the Oregon Tech Klamath Falls campus are Campus Safety personnel. Their system is comprised of a multi-channel trunked radio system and one conventional repeater site located on the PE building. In addition, the Klamath County 9-1-1 Emergency Communications System has two repeaters that serve small parts of the campus. This trunked system, combined with the repeaters, allows Campus Safety to communicate both internally and with outside agencies, such as the Klamath Falls Police Department and Klamath County Fire District One. And while the radio system allows for a broad communication strategy with multiple units, this same attribute also allows the general public to listen in on communications and operations,⁴ which may not be desirable in certain situations. As with cellular service, there are spots on campus that have poor radio reception and coverage, both for the Campus Safety radios, and for those used by external agencies operating on the campus.

A 2-way radio system also has the disadvantage of typically having fewer units to hand out than those needing portable communications, and of having to have all of the radios programmed the same way to be used together.⁵ Its limited range is likely not an issue on the 190 acre Klamath Falls campus, but a lack of familiarity with radio operations by new users might be.

Web Chatroom

A web chatroom serves two purposes: 1) project management, and 2) it allows multiple people in remote locations to connect in a virtual conference room to conduct business. For the first of

³ The Facilities Department has a small number of radios, but they are rarely used.

⁴ Anyone wishing to listen in would need a police scanner, but since the system is not encrypted, no special equipment is required.

⁵ During FY 2017-18, the Emergency Management Program plans to purchase approximately 25 handheld radios to be handed out to those in need only during an emergency or large event. These would not be compatible with the Campus Safety radio system, but would allow field personnel to communicate easily with each other and with the Emergency Operations Center.

these purposes, a web chatroom (such as the University of Oregon's Basecamp) provides a common location for task scheduling, file sharing, and communication. All correspondences are archived to maintain a clear record of communications for later documentation. For the latter purpose, a web chatroom allows personnel with access privileges to connect from distant locations, often via a smart phone app, and to participate in decision making and other tasks.

Oregon Tech does not yet have a web chatroom system set up, but these systems are used extensively and successfully by many other entities, such as federal and state agencies, and other universities. If a web chatroom program is to be pursued, Oregon Tech should make sure that the system desired is compatible with those of the external agencies it is most likely to do business with during an emergency.

Oregon Tech has set the following guidelines for modes of communications for various types of tasks:

- 1) For office work, the preferred method of communication following using paper documents is email, as it allows for easy documentation after the fact. If written documentation is required, the secondary choice would be a web chatroom, if available, and the tertiary choice would be text messaging. If documentation is not critical, the primary voice communications platform should be landline phones, followed by radios (if available and talking to mobile units is required). The third choice should be cellular phones, so as not to overload the cellular network during an emergency.
- 2) For mobile units, where internet connectivity, time available, and space may be issues, voice communications will be the rule. The primary method, if available, should be portable radios, and the secondary method should be cellular phones. If an internet connection is available and documentation is required, email is the primary method and text messaging is secondary.
- 3) For personnel in remote locations, such as Executive Policy Group members needing to communicate strategic information, whatever robust and secure means is at hand will be the primary method, and the Emergency Operations Center will strive to accommodate.
- 4) For users in the first two categories above, if they are on the campus or nearby, a "runner" to physically transport and deliver either documents or voice messages might be a viable option if the preferred methods fail. Care needs to be taken to ensure that the runner is not endangered in any way, and that they understand the scope and limitations of their task.

Current phone and email lists for critical personnel, departments, and external agencies will be available in the Emergency Operations Center. A small number of computers, radios, and cell phone chargers will also be available. ICS Form 205A (Communications List) will be used to document what communications methods are available to each unit or person working on the emergency response.

The determination on what communications to document should weigh heavily on the side of documenting everything possible. Convenience is typically not a reasonable excuse for using a phone instead of sending an email, unless a recorder is available to write down the contents of the exchange. Situational issues, however, might preclude documentation. If time is critical, equipment is not available, or connectivity is an issue, a reasonable determination to use voice communications instead of written can be made. If possible, each unit should use ICS Form 214 (Activity Log) to capture a summary of the communication information when able.

The security requirements for communications should be given to all personnel involved in an incident. Items of a sensitive nature, such as student names, deaths, or other personal information should be safeguarded. Certain types of situations, such as violence on campus, also require careful handling of communications and information to avoid broadcasting tactics to a potential adversary. The means to communicate such information should reflect these requirements. For example, an open-channel radio should not be used to transmit sensitive or tactical information, but will be acceptable to contact a unit doing a logistics mission. Except under extreme circumstances, FERPA (Family Educational Rights and Privacy Act), HIPAA (Health Insurance Portability and Accountability Act), and other privacy laws and regulations need to be observed.

Personnel working on an emergency or event also need to prioritize communications, due to limited bandwidth for some systems, and limited time that other people have available to respond. At the height of a crisis, routine communications may need to be prohibited by supervisors or directors to maintain focus on the tasks at hand, and certain methods of communication may need to be limited to a select group. Restrictions and expectations should be transmitted to all parties involved.

During an emergency, all participants should remember the “ABC’s” of communication: Accurate, Bold, and Concise. Brevity and clear instructions should be the rule of the day. The use of acronyms, slang, or shorthand should be discouraged, as these make interpretation more difficult, leading to confusion and decreased efficiency.

At the same time, all personnel should remember that safely completing the desired task is the most important benchmark, and that the desire to communicate should not create any safety or efficiency issues. The urge to stay informed is strong, especially away from the front lines and the direct action, but the safety of the responders and the completion of necessary tasks should be the priority.

Documentation is critical for any event in which reimbursement is desired. FEMA, state agencies, and NGO’s will require documentation, most often written, that certain events took place, that tasks were completed, and that earmarked funds were dispersed correctly.

Accurate documentation will also help should liability concerns arise following an event. Documentation showing known facts at the time, resources available, and reasoning will be

important for showing “good faith” efforts of both individuals and the institution. Written forms of communication, such as hard copies of ICS forms, emails and texts make a stronger case than verbal testimony, and typically prove to be a more accurate remembrance of history. Recorders should be assigned to provide written documentation for all meetings and other events which might have a material bearing on the outcome of an incident.

V. Annex Development and Maintenance

This annex was developed by the Oregon Tech Emergency Management and Continuity Program with assistance from the ITS Department and the Campus Public Safety Department. The Emergency Management and Continuity Program is responsible for updating and maintaining this annex.