

# Western Connecticut State University



Issued: 09-28-2011  
Revised: 07-06-2015  
This document supersedes all  
previous versions of the EOP



# SECTION 1

## Basic Plan

## **Letter of Promulgation**

Date: July 6, 2015

To: All Programs, Departments and Operating Units

From: Dr. John B. Clark, President

Subject: Western Connecticut State University Emergency Operations Plan

In the event of a natural, human-caused, or technological emergency affecting Western Connecticut State University (WCSU), we must be prepared to implement plans and procedures to protect lives and property.

The purpose of this Plan is to provide a single, comprehensive framework to manage all types of incidents and applies to all students, faculty, staff, departments, programs, and facilities. The Plan provides structure, direction, and guidance to WCSU and supporting agencies for coordinating mitigation, preparedness, response, and recovery activities. It assigns tasks and responsibilities to University personnel. It also defines functions and roles during a disaster or emergency that threatens this organization.

The intent of this Plan is to address a wide variety of situations that may affect either campus. It is not expected, however, to encompass every conceivable scenario. Safety is everyone's responsibility and it is a shared duty during emergencies and times of normal operation alike. Therefore, the Plan relies on concepts of common sense and personal responsibility and urges the University community to develop a culture of personal preparedness. Some examples of individual involvement include enrolling in the mass notification system used by the University, locating *code blue* emergency phones, fire pull stations and fire extinguishers and identifying at least two emergency exits near one's classroom, apartment or office. Daily situational awareness and simple actions such as securing doors after use can help reduce risk. Reporting unusual or suspicious activity on campus to the University Police Department, and programming their phone number (203-837-9300) into one's phone is another example of being vigilant.

This Plan in concert with on-going hazard analysis and risk assessment efforts, continuous mitigation and prevention activities, exercise and training programs, and continuity of operations initiatives, enhances WCSU's capabilities to respond to and recover from crisis. In addition, the Plan is compliant with the National Incident Management System (NIMS) and utilizes the Incident Command System (ICS) organization.

This strategic document is continually evaluated, updated, and refined to meet the University's changing needs. Furthermore, draft versions of this Plan are actionable.

A handwritten signature in black ink, appearing to read "John B. Clark". The signature is written in a cursive style with a large initial "J" and "C".


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John B. Clark


President, Western Connecticut State University

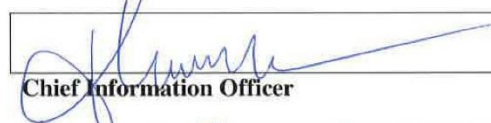
## Authentication

This Western Connecticut State University Emergency Operations Plan has been reviewed and approved by the following:

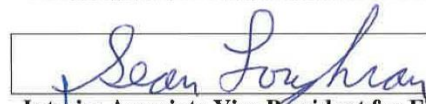
  
Interim Director, Environmental, Health and Safety  
Date 7-6-2015

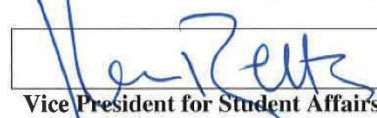
  
Interim Associate Vice President for Facilities  
Date 7/21/2015

*Chief*   
~~Commanding Officer, Police~~  
Date 7-8-15

  
Chief Information Officer  
Date 7-7-2015

  
Vice President for Institutional Advancement  
Date 7/8/15

  
Interim Associate Vice President for Finance and Administration  
Date 7/8/15

  
Vice President for Student Affairs  
Date 7/9/15

  
Provost and Vice President of Academic Affairs  
Date 07.08.15

  
President  
Date 7/14/15

## Record of Changes

Number	Review	Change	Date	Change/Review by:

# Record of Distribution

Adopted: **September 9, 2013**

Version **1.0** of this document was distributed in its entirety on to the following departments by the Emergency Planning Team to increase the coordination of emergency planning efforts among University, local, regional, and state levels. By accepting a copy of this Plan, the receiving department agrees to read the contents of the Plan and store it in a location that is secure and accessible during an emergency. As authors of the Plan, WCSU agrees to keep the Plan current and ensure dissemination of any updates or changes of this document to distribution partners.

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# TABLE OF CONTENTS

## Section 1-Basic Plan

1. Introductory Material	
a. Promulgation Letter	2
b. Authentication	4
c. Record of Changes	5
d. Record of Distribution	6
e. Table of Contents	7
f. EOP Activation Flow Chart	10
2. Purpose, Scope, Situation, and Assumptions	11
a. Purpose	
b. Scope	
c. Situation and Assumptions	
i. Situation Overview	
ii. Planning Assumptions	
iii. Hazard Analysis-Risk Assessment	
1. HARAT Instructions	15
2. WCSU Hazard Analysis-Risk Assessment	18
3. Concept of Operations (CONOPS)	22
Levels of Emergency	23
4. Organization and Assignment of Responsibilities	25
5. Direction, Control and Coordination	25
a. Incident Command System	
b. Incident Facilities	
6. Information Collection and Dissemination	31
a. Information Collection	
b. Information Dissemination	
7. Communications	32
a. Communications for responders	
b. Communications for General Public	
8. Administration, Finance, and Logistics	37
a. Administration	
i. Documentation	
ii. After-Action Review	

---



b. Finance	
i. Emergency purchasing	
ii. Cost Recovery	
c. Logistics	
9. Plan Development and Maintenance	40
a. Plan Development	
b. Plan Maintenance	
i. Annual Review of HARAT forms	
ii. Exercises and Testing	
iii. Contact information	
iv. Distribution	

**Section 2-Emergency Support  
Functions**

1. ESF 1 – Transportation	45
2. ESF 2 – Communications	45
3. ESF 3 – Public Works and Engineering	46
4. ESF 4 – Firefighting	47
5. ESF 5 – Emergency Management	47
6. ESF 6 – Mass Care, Emergency Assistance, Housing and Human Resources	47
7. ESF 7 – Logistics Management and Resource Support	48
8. ESF 8 – Public Health and Medical Services	48
9. ESF 9 – Search and Rescue	49
10. ESF 10 – Oil and Hazardous Materials Response	49
11. ESF 11 – Agriculture and Natural Resources	49
12. ESF 12 – Energy	49
13. ESF 13 – Public Safety and Security	50
14. ESF 14 – Long-Term Community Recovery	50
15. ESF 15 – External Affairs	50

**Section 3-Support**

<b>Annexes</b>	51
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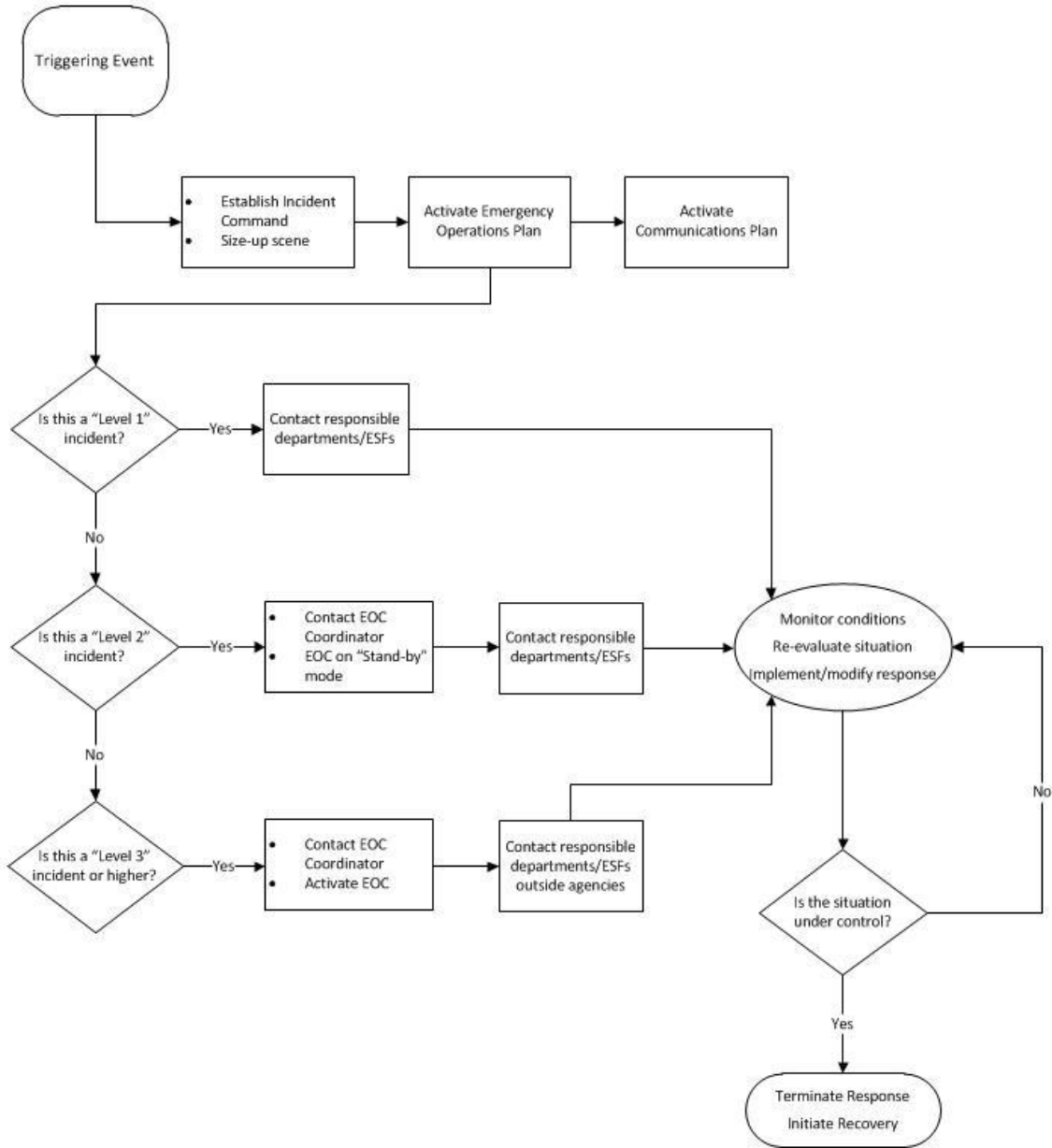
Emergency Operations Plan Activation Flowchart	52
1. University closing	53
2. Evacuation of building	58

3. Evacuation of campus	63
4. Shelter-in-place	67
5. Emergency personnel health and safety	71
6. Transportation	72
7. Business Continuity Plan	76
8. Emergency Notification System	77
<b>Section 4-Hazard-Specific Appendices</b>	<b>87</b>
A. Natural Hazards	
1. Blizzard/ice storm	89
2. Hurricane	94
3. Sustained extreme heat/cold	99
4. Thunder/lightning storm	104
5. Insect/rodent infestation	108
6. Mold infestation	111
B. Human-Caused Hazards	
1. Active shooter	115
2. Bomb threat	119
3. Crime scene	123
4. Sexual assault	125
5. Workplace violence	129
C. Students Who Raise Concerns	
See “Students in Distress – A Faculty and Staff Guide”, available through the Office of the Vice President of Student Affairs.	

# Emergency Operations Plan Activation

## Initial Decision-making Flowchart

Note: The Emergency Operations Plan (EOP) is to be activated in EVERY emergency. The Emergency Operation Center (EOC) should be activated in higher level emergencies.



## **2. Purpose, Scope, Situation and Assumptions**

### **2. a. Purpose**

The purpose of the Emergency Operations Plan (EOP, the “Plan”) is to provide direction, and guidance to all mitigation, prevention, and preparedness activities in order to respond to and recover from all incidents that might affect the University.

The Plan appoints key responsibilities and roles, delegates emergency assignments and defines general guidelines to be followed before, during and after an emergency.

The goals of this Plan are to:

- Identify hazards, evaluate the associated risk, and mitigate or prevent related incidents.
- Increase awareness through education, training, practice, and exercises.
- Protect and save lives of University students, faculty, staff, contractors and visitors, while minimizing the risk of injury or illness during an emergency.
- Minimize the impact of an emergency to the organization’s infrastructure.
- Ensure continuity of operations throughout both campuses by integrating this Plan with other Continuity of Operations (COOP) and Business Continuity plans.

The Plan follows the National Incident Command System (NIMS) addressing its six components:

- Command and management
- Preparedness
- Resource management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

It is divided into four sections:

- Basic Plan
- Emergency Support Functions (ESFs) annex
- Support annexes
- Hazard-specific appendices

The Basic Plan provides an overview of the University’s emergency management system. It briefly explains the hazards faced, capabilities, requirements, and the University’s emergency

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management structure. It also reviews expected mission execution for each emergency phase and identifies the agencies that have the lead for a given situation.

The Emergency Support Function (ESF) annexes identify the ESF Coordinator, the primary and support agencies for each function. ESFs with multiple primary agencies should designate an ESF coordinator to coordinate pre-incident planning. An ESF annex describes expected mission execution for each emergency phase and identifies tasks assigned to members of the ESF, including nongovernmental and private sector partners.

The support annexes describe the framework through which the University, the private sector, not-for-profit and voluntary organizations, and governmental and nongovernmental organizations coordinate and execute the common emergency management strategies. The actions described in the support annexes apply to nearly every type of emergency. Each support annex identifies a coordinating agency, as well as assisting and cooperating agencies. In some instances, two departments or agencies share coordinating agency responsibilities.

The hazard-specific appendices describe the policies, situation, concept of operations, and responsibilities for particular hazards, threats, or incidents that have been identified in this document.

## **2. b. Scope**

Even though the hazards that may affect either campus of WCSU are diverse, and can vary from a natural disaster, to a man-made incident, to a deliberate event, this Plan provides an “all-hazards” approach to emergency operations. It provides the means for coordination and control to a broad range of events. Those events may include but are not limited to:

- Naturally occurring hazards
  - Flood
  - High winds
  - Snow/ice storm
  - Nor’easter/blizzard
  - Heat wave
- Technological hazards
  - Utilities failure (power, water, gas)
  - Residence hall/administration building/classroom building/laboratory building fires
  - Building collapse
  - Telecommunication systems failure
  - Information technology infrastructure failure
- Hazardous materials releases

- Chemical
- Biological
- Radiological
- Internal
- External
- Human-caused events
  - Mass gathering
  - Public health emergency (epidemic/pandemic)
  - Motor vehicle accident
  - Public event disturbance
  - Workplace violence
  - Hostage situation
  - Suspicious mail/package
  - Bomb threat

Section 2. c. iii of the Plan describes in detail the existing and potential conditions that are likely to impact the University.

This EOP should be referred to during any situation that is deemed to be beyond “routine” and should be activated accordingly. The authority to activate the Plan rests with the person in charge of the incident (the Incident Commander).

## **2. c. Situation and Assumptions**

### *2. c. i. Situation Overview*

- WCSU is a state institution, a member of the Connecticut State University System founded in 1903, offering more than 40 undergraduate and graduate programs of study
- WCSU is located in Danbury, CT (population 80,000) in Fairfield County (Regional District 5, as established by the CT Department of Emergency Management and Homeland Security)
- WCSU is a twin-campus facility:
  - a 34-acre, 18-building Midtown campus
  - a 364-acre, 10-building Westside campus
- During the academic year the University supports approximately:
  - 6,200 students, 1,400 of which are residing on-campus,
  - 900 faculty and staff (including part-time employees)
  - numerous visitors and contractors
- Law enforcement is provided by the University Police Department (WCSU PD), with offices located on both campuses. WCSU PD maintains close relationships with the Danbury PD and the Connecticut State Police.

- Fire and Hazmat services are provided by the Danbury Fire Department.
- Emergency Medical Services are provided by the City of Danbury EMS and Danbury Hospital.
- Health services for students are provided by the campus *Health Services*. WCSU Health Services staff members maintain close relationships with Danbury Hospital, and the local and state Departments of Public Health.
- Utilities are provided as follows:
  - Electricity by Connecticut Light & Power (CL&P)
  - Natural gas (Midtown campus) by Yankee gas
  - Propane in storage tanks at the Westside campus (Westside Campus Center and maintenance garage) by Leahy's Fuel
  - Water by the City of Danbury
- The Central Heating Plant provides HVAC support to all buildings on the Midtown campus except for the Student Center, University Hall, the Science Building, and 190 White Street. These three buildings and those on the Westside Campus each have their own heating systems.

## 2. c. ii. *Planning Assumptions*

The Plan is based on a set of generally accepted premises which lay the foundation for establishing operating procedures and guidelines. The following assumptions cover a wide variety of potential hazards and are based on the principle of “all-hazards” planning.

- Events may occur with little or no warning
- Utility services, including electricity, natural gas, water and sewer may be interrupted
- HVAC services may be interrupted
- Incidents may require the cooperation and coordination of multiple departments internal and external to the University, organizations, businesses, and local, state and federal agencies
- Local, regional, state and federal services may not be available
- Telecommunication and information technology services, including but not limited to telephone, cellular phone, internet, and radio systems, may be interrupted
- Buildings and other structures may be damaged
- Major roads may be impassable
- Students, faculty and staff may not be able to leave the University
- Essential personnel may not be able to come to the University
- Normal supply chain of goods and services may be interrupted
- The University may have to rely on internal resources to conduct situation size-up, damage assessment, and activation of emergency operations

## 2. c. iii. *Hazard Analysis/Risk Assessment*

The following section provides a detailed examination of the existing and potential hazards that may affect either campus of the University. According to the National Safety Council, a hazard is defined as “an existing or potential condition that, by itself or by interacting with other variables, can result in deaths, injuries, property damage and other losses.” Risk, on the other hand, is a measure of three factors associated with a particular hazard:

- Probability of occurrence. How likely is an event to occur?
- Severity of the outcome. What is the consequence?
- Exposure index. How many people are affected? How populated is the affected area?

The Hazard Analysis and Risk Assessment Tool (HARAT) takes into consideration these three variables, but also accounts for resource availability in the aftermath of an incident.

Instructions for the consistent use of this risk assessment instrument are provided in section 2.c.iii.1.

### 2. c. iii. 1. *HARAT Instructions*

Western Connecticut State University’s Hazard Analysis-Risk Assessment Tool (HARAT) is an instrument used on campus to assist in assigning a relative degree of risk to potential hazards. It provides a quantitative approach to evaluating risk, and therefore, it may be used to set priorities based on the perceived level of threat. This tool is a relative assessment and there are no “absolute” measurements. As such, the values entered depict the average as estimated by each of the team members who were involved in the campus Hazard Analysis and Risk Assessment efforts.

There are 4 separate spreadsheets, each representing a discrete type of potential hazard:

1. Natural hazards
2. Technological hazards
3. Hazardous materials events
4. Human-caused incidents

Each hazard receives a rank based on three factors:

1. Probability of occurrence
2. Severity of impact on
  - Humans
  - The physical plant



- Operations
3. The availability of internal and external resources to manage the effect of the event.

The total risk factor is derived by multiplying the probability of occurrence to the sum of the severity average and the resource availability average.

## Metrics

### 1. Probability Metric

Consider the number of occurrences on either campus over the past 25 years, the number of similar events at other universities, and any changes or trends that could affect the frequency of this event on Midtown or Westside:

*Estimate the likelihood this event will occur in the next 25 years.*

1. Not applicable (will not occur)
2. Doubtful (not likely)
3. Possible (could occur)
4. Probable (very likely to occur)
5. Inevitable (will occur)

### 2. Severity metric

#### a. Human Impact

Consider the threat this event poses to **life and health**. Also consider past similar events, the potential for injuries or deaths from this event on campus or from similar events at other universities, and any changes or trends that would affect future injuries and deaths from this type of event. Estimate the number of injuries and deaths that could result from this event:

1. None
2. Few minor injuries
3. Multiple minor injuries or possible major injury
4. Multiple major injuries or possible death
5. Multiple deaths and major injuries

#### b. Plant impact

Consider the extent of damage to campus facilities, buildings, and systems (HVAC, telecom, electric grid, etc.):

1. Little or no damage
2. Mild damage to several facilities
3. Moderate damage to multiple facilities
4. Severe damage to multiple facilities
5. Extensive damage to most facilities

#### c. Operations impact

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Consider the duration of interruption of campus-wide teaching and research activities and business operations:

1. Hours
2. Days
3. Weeks
4. Months
5. Year or longer

**3. Resource availability metric (Lower scores indicate greater availability of resources and better ability for WCSU to manage the incident. Scarce resources, however, means it would be difficult, absent additional advanced planning and preparation, to manage the incident and, therefore, get a higher score.)**

a. Internal resources

Consider the ability of the University to manage this event utilizing only internal resources (The better able WCSU can handle the event on its own, the lower the score):

1. No external resources needed to handle this event
2. Few external resources needed
3. Even split between internal and external resources
4. Mostly external resources required
5. No internal resources can handle this event

b. External resources

Consider the availability of external resources to handle this event. Large-scale, mass casualty or wide-spread events are likely to consume external resources, making them unavailable to respond to campus needs: (The greater the availability of external resources, the lower the score)

1. All external resources available
2. Most external resources available
3. Some external resources available
4. Limited external resources available
5. No external resources available

WCSU Hazard Analysis-Risk Assessment Tool

Campus:

Date of Completion:

Type of Event	Probability		Human Impact	Plant Impact	Operations Impact	Internal Resources	External resources	Total
	High 5	Low 1	High Impact 5		Low Impact 1	Not Available 5	Available 1	
Natural Hazards	5 ↔ 1		5 ↔ 1		5 ↔ 1			
Blizzard								0
Drought								0
Earthquake								0
Extreme Cold								0
Extreme Heat								0
Flood-External Cause								0
Hurricane								0
Ice Storm								0
Insect/Rodent Infestation								0
Landslide-WS								0
Mold Infestation								0
Severe Thunderstorm								0
Severe Wind Storm								0
Snow								0
Tornado								0
Wildland Fire								0
Wildlife Infiltration								0
								0
								0
								0
								0

**SAMPLE - Natural Hazards Risk Assessment Tool**

WCSU Hazard Analysis-Risk Assessment Tool

Campus:

Date of Completion:

Type of Event	Probability	Human Impact	Plant Impact	Operations Impact	Internal Resources	External resources	Total
Technological Hazards	High 5 ←→ Low 1	High Impact 5 ←→ Low Impact 1			Not Available 5 ←→ Available 1		
Emerg. Notification System Failure							0
2-way Radio Failure							0
Building Collapse							0
Electrical Failure							0
Elevator Failure							0
Fire Alarm Failure							0
Fire Suppression Failure							0
Flood-Internal Cause							0
Fuel Shortage							0
Generator Failure							0
HVAC Failure							0
IT System Failure							0
Natural Gas Failure							0
Security/Access System Failure							0
Sewer Failure							0
Small Internal Fire							0
Steam Failure							0
Structural Damage							0
Supply Shortage							0
Telecom Failure							0
Transportation Failure							0
Water Failure							0
							0
<b>SAMPLE - Technological Hazards Risk Assessment Tool</b>							

WCSU Hazard Analysis-Risk Assessment Tool

Campus:

Date of Completion:

Type of Event	Probability		Human Impact	Plant Impact	Operations Impact	Internal Resources	External resources	Total
Hazardous Materials	High	Low	High Impact			Not Available		0
	5	1	Low Impact			Available		
CBRNE Event	5	1	5		1	5	1	0
Explosive/Bomb Threat								0
Ext. Large Spill - Chem								0
Exterior Small Spill - Chem								0
Int. Large Spill - Bio								0
Int. Large Spill - Chem								0
Int. Small Spill - Bio								0
Interior Small Spill - Chem								0
Pipeline Rupture/Release								0
<b>SAMPLE - Hazardous Materials Risk Assessment Tool</b>								

WCSU Hazard Analysis-Risk Assessment Tool

Campus:

Date of Completion:

Type of Event	Probability	Human Impact	Plant Impact	Operations Impact	Internal Resources	External resources	Total
Human-Caused Hazards	High      Low 5 ↔ 1	High Impact      Low Impact 5 ↔ 1		Not Available      Available 5 ↔ 1			
Airplane Crash							0
Civil Disturbance							0
Criminal Action							0
High Profile Media Event							0
Hostage Situation							0
Mass Gathering							0
Mass Trauma							0
MVA							0
Non-Structure Fire							0
Outbreak (Non-Resp)							0
Outbreak (Respiratory)							0
Schod/ Workplace/ Cyber Vidence							0
Structure Fire							0
Student/Employee Death							0
Student/Employee/ Contractor Injury							0
Suicide attempt							0
VIP/Dignitary Visit							0
							0
							0
							0
							0
							0

**SAMPLE - Human-Caused Hazards Risk Assessment Tool**

### 3. Concept of Operations (CONOPS)

The Emergency Operations Planning Steering Committee, currently chaired by the Vice-President for Finance and Administration, is leading the efforts for the development, coordination, and revision of the Plan. The Plan focuses on the concept of comprehensive emergency management, which encompasses mitigation/prevention, preparedness, response, and recovery. In addition, the Plan is based on the “all-hazards” model, concentrating on the effect rather than the cause. The Plan is designed to provide direction and guidance, but at the same time it provides the flexibility to be activated in part or in its entirety based on the magnitude of an incident. This Plan is based on the following priorities:

- Life safety
- Incident stabilization
- Property, systems, and environmental conservation

In addition, the Plan is to be activated in any event which may require:

- Initiation of the Incident Command System (ICS)
- Development of an Incident Action Plan (IAP)
- Coordination of communications
- Provision of essential services to emergency responders, students, faculty and staff
- Temporary assignment of University staff to perform emergency work
- Emergency authorization to procure and allocate resources
- Activation of the Emergency Operations Center (EOC)

#### 3. a. Levels of Emergency

WCSU has developed a tiered approach to emergency management. According to this ranking, there are five levels of emergency. As the scale, complexity and intricacy of the incident increase, so does the level of emergency. Therefore, higher level emergencies are certain to require more resources to manage the event. As an emergency situation progresses to higher levels, the stated activities of previous levels will continue to be enacted. The level of emergency will initially be determined by the Incident Commander (IC.) For higher level emergencies, this decision will be made by the EOC Coordinator.

The following abbreviations are used in the “Levels of Emergency” table:

**AA:** Academic Affairs

**EFS:** Environmental & Facilities Services

**FSP:** Facilities Scheduling and Promotion

**HR:** Human Resources

**HS:** Health Services

**RL:** Residence Life

**SA:** Student Affairs

**ITI:** Information Technology and Innovation

**UP:** University Police

**WC:** WestConnect

## Levels of Emergency

	DEFINITION	TYPES OF SITUATIONS	DEPT.	ACTIONS
<b>LEVEL 1</b>	An incident that can be met with a single department's available resources. The department can handle the situation and is responsible for the decision-making to properly resolve the incident.	<ul style="list-style-type: none"> <li>• Adverse weather (severe T-storm, snow, drought)</li> <li>• Insect/rodent infestation, wildlife infiltration</li> <li>• Small spills chemical or biological, interior or exterior</li> <li>• Motor-vehicle accidents</li> <li>• Thefts, break-ins</li> <li>• Developing controversy or disruptive issues</li> </ul>	<ul style="list-style-type: none"> <li>• <b>EFS</b></li> <li>• <b>EFS</b></li> <li>• <b>EFS/UP</b></li> <li>• <b>UP</b></li> <li>• <b>UP/SA/HR</b></li> <li>• <b>UP/SA/HR</b></li> </ul>	<ul style="list-style-type: none"> <li>• Contact departments and/or individuals indicated per communications protocol</li> <li>• Responding departments to follow departmental policies/procedures/guidelines</li> </ul>
<b>LEVEL 2 EOC Standby</b>	Any severe weather watch or <b>unexpected occurrence</b> that requires response by two or more departments above routine capacity. Outside agencies may have responded to render assistance.	<ul style="list-style-type: none"> <li>• Severe weather watch (hurricane, tornado, high winds, extreme heat/cold, nor'easter, blizzard with potential University closing implications)</li> <li>• Short-term utility disruption (electrical, generator, water, sewer, natural gas, fuel, steam, HVAC)</li> <li>• Flood due to internal causes</li> <li>• Elevator failure</li> <li>• Fire alarm/suppression system disruption</li> <li>• Telecom/IT/ENS system disruption</li> <li>• Security/Access system disruption</li> <li>• Transportation disruption</li> <li>• Personal injury resulting in ambulance call or hospitalization</li> <li>• VIP/dignitary visit/mass gathering</li> <li>• High profile media event</li> <li>• 2-way radio communication disruption</li> <li>• Disruptive issues including controversial events, civil disturbance, criminal action, vandalism, and violent behavior (school/workplace/cyber)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>EFS/AA/RL/SA</b></li> <li>• <b>EFS/UP/RL/AA/SA/WC</b></li> <li>• <b>EFS/UP/RL/AA/SA/FSP</b></li> <li>• <b>EFS/UP/RL/SA</b></li> <li>• <b>UP/EFS</b></li> <li>• <b>ITI/AA/SA/UP</b></li> <li>• <b>WC/ITI/UP/RL/SA/AA</b></li> <li>• <b>UP/RL/SA/AA</b></li> <li>• <b>UP/HS</b></li> <li>• <b>UP/SA/FSP</b></li> <li>• <b>UP/SA/FSP</b></li> <li>• <b>UP</b></li> <li>• <b>UP/SA/ITI/HR</b></li> </ul>	<ul style="list-style-type: none"> <li>• Contact departments and/or individuals indicated per communications protocol</li> <li>• Contact EOC Coordinator</li> <li>• Request for EOC to be on stand-by</li> </ul>



## Levels of Emergency

	DEFINITION	TYPES OF SITUATIONS	DEPT.	ACTIONS
<b>LEVEL 3 Partial/Full EOC Activation</b>	Emergencies that are <b>primarily people-focused</b> , rather than infrastructure-related	<ul style="list-style-type: none"> <li>• Large spills chemical or biological, interior or exterior</li> <li>• Mold infestation</li> <li>• Minor fire</li> <li>• Structural damage</li> <li>• Suicide attempt</li> <li>• Student/employee/contractor serious injury or death</li> <li>• Hate crime, stalking, violence, misconduct</li> <li>• Serious community health or medical emergency affecting WCSU</li> </ul>	<ul style="list-style-type: none"> <li>• <b>EFS/UP</b></li> <li>• <b>EFS/RL/AA</b></li> <li>• <b>UP/EFS/RL/SA/FSP</b></li> <li>• <b>UP/EFS/RL/SA/AA</b></li> <li>• <b>UP/SA/HR</b></li> <li>• <b>UP/EFS/SA/HR</b></li> <li>• <b>UP</b></li> <li>• <b>UP/HS/RL/SA/AA/EFS/FSP</b></li> </ul>	<ul style="list-style-type: none"> <li>• Contact departments and/or individuals indicated per communications protocol</li> <li>• Contact EOC Coordinator</li> <li>• Activate EOC staff as needed</li> <li>• Follow predetermined procedures</li> </ul>
<b>LEVEL 4 Full EOC Activation</b>	Emergencies that impact a sizable portion of either campus or outside community	<ul style="list-style-type: none"> <li>• Long-term utility disruption(electrical, generator, water, sewer, natural gas, fuel, steam, HVAC)</li> <li>• Earthquake/ landslide</li> <li>• Major fire (structure or wildland)</li> <li>• Pipeline rupture/release</li> <li>• Mass trauma</li> <li>• Hostage situation</li> <li>• Closure/evacuation of a building or campus</li> <li>• Contagious disease outbreak(respiratory/non-respiratory)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>EFS/UP/RL/AA/SA/FSP</b></li> <li>• <b>UP/EFS/RL/AA/SA/HS</b></li> <li>• <b>UP/EFS/RL/SA/AA</b></li> <li>• <b>EFS/UP/RL/AA/SA</b></li> <li>• <b>HS/UP/SA</b></li> <li>• <b>UP/SA/HR</b></li> <li>• <b>HS/SA/AA/RL/EFS</b></li> <li>• <b>UP/HS/EFS/RL/SA/AA/FSP</b></li> </ul>	<ul style="list-style-type: none"> <li>• Immediate response and follow-up is required</li> <li>• Contact EOC Coordinator</li> <li>• Activate EOC staff</li> <li>• Follow predetermined procedures</li> </ul>
<b>LEVEL 5 Full EOC Activation</b>	Catastrophic events that affect either campus and neighboring community	<ul style="list-style-type: none"> <li>• Tanker truck or tank car roll-over involving HAZMAT</li> <li>• Airplane crash</li> <li>• Serious University building or infrastructure damage/collapse</li> <li>• Adverse weather conditions that cause significant damage</li> <li>• Serious community health emergency (epidemic/pandemic)</li> <li>• Act of terrorism (CBRNE event)</li> </ul>	<div style="border-left: 1px solid black; border-right: 1px solid black; border-bottom: 1px solid black; padding: 5px; display: inline-block;"> <b>Outside agencies supported by University functions</b> </div>	<ul style="list-style-type: none"> <li>• Immediate response and follow-up is required</li> <li>• Contact EOC Coordinator</li> <li>• Activate EOC staff and alternates for shift rotations</li> <li>• Follow predetermined procedures</li> </ul>

## 4. Organization and Assignment of Responsibilities

A University emergency will be addressed from two perspectives: a tactical front and a policy standpoint.

- Incident Command group

All tactical operations and decisions will be determined by the Incident/Unified Command group. The Incident Command System (ICS) allows for expansion and compression of the organization to meet the needs of the incident. As such, the extent at which the ICS format will be deployed, as well as the persons filling each position will strictly depend on the nature, size and severity of the incident.

- Executive Policy group

The Executive Policy group is responsible for supporting the tactical operations of the Incident Command group via coordination with internal departments and external agencies. This group is also responsible for planning beyond the incident.

The EOC Coordinator serves as the liaison between the two groups, receiving feedback from the IC and providing support stemming from the Executive Policy group.

## 5. Direction, Control and Coordination

### 5. a. Incident Command System

WCSU's EOP follows the Incident Command Structure, as promulgated by NIMS. The one position that will be filled in **EVERY** incident is that of the Incident Commander (IC.) It is upon the IC's discretion to further deploy any Command or General Staff positions.

#### Incident Commander

The IC is ultimately responsible for managing all emergency activities, including development, implementation, and review of strategic decisions, as well as post-event assessment. Furthermore:

- The IC appoints and serves as supervisor to the Public Information Officer (PIO), Liaison Officer, Safety Officer, Operations Chief, Planning Chief, Logistics Chief, and Finance & Administration Chief.
- The Incident Commander may retain any or all of the positions in the Command and General Staff depending on the complexity of the event.
- The Incident Commander communicates closely with the EOC Coordinator.

- The IC determines the location of the Incident Command Post (ICP)

The IC may vary depending on the incident. The IC may not always be the highest ranking official at the University but rather an individual with the specific skills, knowledge base, and training needed to manage the emergency.

Upon responding to an emergency, a person from the first arriving organizational unit (e.g., Police, Facilities, etc.) will act as the IC, establish command, and size-up the situation. Command may be transferred to a more qualified individual, as the incident may grow in complexity. When relinquishing command, the outgoing IC will provide a situation status briefing to the incoming IC. During a multi-agency coordination event, command may be carried out by a Unified Command, established jointly by the heads of the agencies that have direct functional or jurisdictional responsibility for the incident.

The IC shall assign a scribe to document all activities that take place in the Incident Command Post, including information sharing and communications.

### Command Staff

In a typical incident command organization, the Command Staff positions include a

#### **Public Information Officer (PIO)**

The PIO is responsible for communicating with the public and the media with incident-related information. The release of such information must be first approved by the IC. In a large-scale incident, the PIO should be a part of the Joint Information Center.

#### **Liaison Officer**

The Liaison Officer serves as the link between the IC, external agencies, and internal departments.

#### **Safety Officer**

The Safety Officer's main responsibility is to monitor incident operations and advise the IC on all matters relating to operational safety, including the health and safety of emergency responding personnel. The Safety Officer has the immediate authority to terminate incident operations in order to prevent unsafe acts. For example, if the Safety Officer detects a potential threat during confined space entry, he/she has the authority to terminate operation partially or in its entirety, without approval from the IC.

## General Staff

The General Staff is comprised of four sections: Operations, Planning, Logistics, and Finance & Administration. A Section Chief leads each section and reports directly to the IC.

### **Operations Section**

The Operations Section is responsible for all tactical activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations.

### **Planning Section**

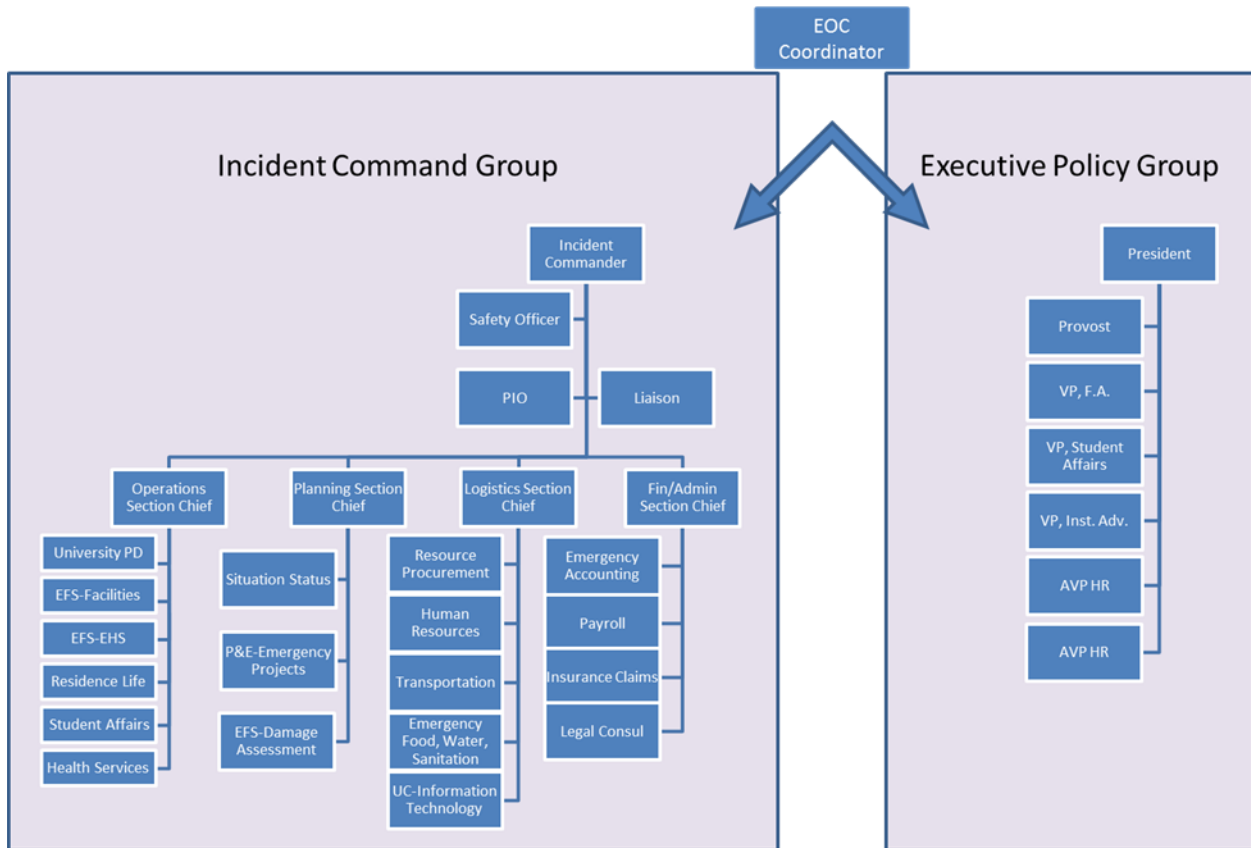
The Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. This section prepares status reports, maintains the status of resources assigned to the incident and is responsible for the development, maintenance and distribution of the Incident Action Plan (IAP).

### **Logistics Section**

The Logistics Section is responsible for all service support requirements needed to facilitate incident management. This section provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications, information technology, and emergency responder medical services.

### **Finance & Administration Section**

The Finance & Administration Section is responsible for purchasing and cost accountability relating to the response effort. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting. When established as a stand-alone entity, this section must be in close coordination with the Planning and Logistics Sections so that operational records can be reconciled with financial documents.



NOTE: The organizational chart depicted above is only an example of a potential Incident Command Structure. The inherent flexibility of the Incident Command System allows for expansion or contraction, based on the incident, the conditions encountered and the available resources. In addition, each title box represents a function or functional area rather than a position or a specific individual.

## 5. b. Incident Facilities

### 5. b. i Incident Command Post

The Incident Command Post (ICP) is the location designated for the tactical-level, on-scene coordination. The ICP is located close to the incident to support incident command organization and needs. There should only be one ICP per incident.

### 5. b. ii Staging Areas

Staging areas are established for the temporary location of available resources. Staging areas fall under the general jurisdiction of the Operations Section and are established by request of the Operations Section Chief. There may be one or more staging areas. Each staging area is

assigned a manager who is responsible for all incoming resources, including check-in, dispatch and demobilization. The staging area manager shall be in contact with the Operations Section Chief and Logistics Section Chief for incident support.

#### *5. b. iii Helispot*

Helispots are designated locations where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

The Midtown Campus does not offer a suitable location for a helispot. As such, the heliport at Danbury Hospital will be used instead.

On the Westside Campus, the practice fields off University Boulevard may be used for helicopter landing and take-off.

#### *5. b. iv Emergency Operations Center*

Emergencies that extend beyond the ability of the Incident Commander (IC) to manage the incident, given the available resources, may require the partial or full activation of the Emergency Operations Center (EOC).

The EOC serves as the centralized facility where EOC staff will gather, check in and assume emergency response roles. The EOC staff's role is to assist the Incident Commander with planning, coordinating and delegating response and recovery activities, with focus on the strategic and executive decision-making process, rather than the tactical operations.

The EOC will operate on a 24-hour, 7-day basis during extended events with 12-hour rotating shifts until the emergency is over.

The EOC will be supervised by the EOC Coordinator. The EOC Coordinator will be designated by the IC.

The primary EOC is located at: University Hall, 3<sup>rd</sup> floor, The President's Conference Room

The first alternate location is: Westside Campus Center, Room 315

The second alternate location is: Science Building, Room 218

### **EOC Activation**

The EOC will be activated during any situation that requires the immediate coordination of multiple University departments and/or external agencies. The decision to activate the EOC, as well as the level of activation, rests with the EOC Coordinator and is dependent upon the IC's recommendation, current conditions, and/or the potential for further impediments. Similarly, the EOC Coordinator, in conjunction with the IC, shall determine when the incident needs render deactivation of the EOC. Ultimately, it is the complexity of the incident that will dictate as to whether the EOC remains closed, goes to stand-by mode, or it is partially or fully activated.

The IC has the authority to activate the EOC.

When the IC activates the EOC, he notify the Executive Policy Group of this decision.

Upon EOC activation, the EOC Coordinator shall report to the designated location immediately. The EOC Coordinator is responsible for preparing the EOC facility for operation and checking staff into the EOC.

The EOC Coordinator shall assign a scribe to document all activities taking place in the EOC, including communications with the ICP and outside agencies.

## 6. Information Collection and Dissemination

### 6. a. Information collection

The following table indicates the manner in which information regarding an emergency incident is initially collected and processed:

Source	Receiver	Receiver response	Verification by	Subsequent action
Fire alarm, PA announcement	Building occupants, UP dispatch	Notification to University Police (UP)/Resident Advisors (RA)-Resident Director (RD)/faculty/supervisor/responding unit	Responding unit	Size-up/response/call for additional help/feedback to supervisor as needed Contact Department(s) per Levels of Emergency table (pages 12-13)
Phone call	UP dispatch/anyone	Notification to UP/RA-RD/faculty/supervisor/responding unit	Responding unit	
Blue/yellow/courtesy phone call	UP dispatch	Notification to supervisor/responding unit	Responding unit	
E-mail	Anyone	Notification to UP/RA-RD/faculty/supervisor/responding unit	Responding unit	
Face-to-face	Anyone	Notification to UP/RA-RD/faculty/supervisor/responding unit	Responding unit	
Media (TV/radio/internet)	Anyone	Notification to UP/RA-RD/faculty/supervisor/responding unit	Responding unit	
C-cure/break-glass devices	UP dispatch	Notification to supervisor/responding unit	Responding unit	



**6. b. Information dissemination**

The following table indicates how information will be passed around and to whom:

Source	Medium	Receiver
EOC Coordinator	Phone call/e-mail	Department supervisor/response unit
EOC Coordinator	E-mail	University community or select individuals
UP dispatch	E-mail/MIR 3 alert system	University community
Department supervisor	Phone call/E-mail/face-to-face	Response unit
Response unit	PA system	Building occupants
PIO	News media	Public
UP dispatch	Two-way radio	Outside responding agencies
EOC Coordinator	Internet	State EOC
EOC Coordinator	Phone call/e-mail	Danbury EOC
EOC Coordinator or designee	Social networking media	University community

**7. Communications**

The ability to communicate in the event of an emergency is crucial, both among the incident responders and the general public when appropriate. Communication protocols must be launched quickly and effectively. The University is adopting the Crisis and Emergency Risk Communication (CERC) model:

Be first: Disseminate information prior to the spread of rumors

Be right: Provide accurate information that has been verified and correct inaccurate statements

Be credible: Confirm messages and utilize Subject Matter Experts within WCSU community

The medium of communication will depend on the infrastructure available during the emergency, but it may be in the form of word of mouth, land line, cell phone, two-way radio, PA announcement, MIR3® alert system, e-mail, text message, WCSU webpage and other social media formats (i.e. Twitter®, Facebook®, etc.)

## **7. a            Communication for Responders**

The objective of communication among the responders is to contact the people that are responsible for directing a certain aspect of emergency operations. These individuals may be employees of the University, contractors, and/or outside support agencies. Individual University departments have business continuity planning and emergency contact information that may be enacted based on the level of emergency. The University Police Department houses most emergency contact information. Some contact information is also available in the appendices of this Plan.

The IC will make the decision to enact a higher level of support or to reduce the need for escalation. In order to collect and be prepared to disseminate information appropriately, the IC (or designee) may also serve as the communications liaison (i.e. the Liaison Officer). The Communications Unit of the Logistics Section will be responsible for setting up and maintaining communications equipment. The Situation and Documentation Units of the Planning Section are required to track information, complete administrative forms associated with this Plan (based on level of emergency). The IC or the Liaison Officer will distribute timely information along to the Executive Policy Group.

The IC or designee should follow the framework below to ensure proper information is collected and ready for dissemination.

### **What you need during the emergency**

1. Confirmed location(s) of employees, students and responders
2. Updated status reports on the incident
3. List of internal people contacted
4. List of external organizations contacted
5. List of resources needed, obtained and returned
6. Actions taken during the incident
7. Updated emergency communications plan
8. Problems encountered and how they were resolved
9. Persistent problems that require additional help
10. Narrative of the incident: what happened, what was done, the results and the outcomes

### **What you need after the emergency**

1. Confirmation that all employees and students have returned to respective areas safely
2. Final status reports on the incident
3. Complete list of internal people contacted
4. Complete list of external organizations contacted
5. Complete list of resources needed, obtained and returned

6. Actions taken to end the incident
7. Documented and annotated emergency communications plan
8. Complete list of problems encountered and how they were resolved
9. Completed narrative of the incident: what happened, what was done, the results and the outcomes
10. Final accounting for direct costs of the incident

**Internal Communications Chart:**

There are three groups that the Incident Commander needs to consider as part of the communications protocol; the Executive Policy Group, the functional areas, and the communications that are initiated by the University to others outside of the organization.

The following chart is not meant to be exhaustive but does provide a general overview of the types of groups found within each of the three areas.

Executive Policy Group	Functional Areas	Outside Communications
President VP – AA - Provost VP - F&A VP - SA VP - IA CIO AVP-HR	Public Relations (I/A)	Responding Agencies
	EFS	Contractors
	ITII	Media
	Health Services	MIR 3 system
	Residence Life	Posters/fliers
	University P.D.	Phones
	Counseling	PA Announcements
	WestConnect	Mass Notifications
	Events	
	Student Affairs	
	Human Resources	
	Finance/Purchasing	

The internal notifications that occur will vary based on the specific incident. It is understood that sometimes functional areas will receive information when a general notice is sent out to the community and not necessarily as part of a responding unit to the incident. However, it is incumbent upon all departments to share relevant information and provide pro-active support to other responding departments. This may be coordinated with the Incident Commander or via the Executive Policy Group representative within their division.

**7. b                    Communication for General Public**

The general public needs to be informed when an emergency incident occurs on campus. In some cases, such as some weather related emergencies, forecasts allow for pre-incident communications. Most emergency incidents do not allow for pre-incident reporting; however, it is imperative that communication occur quickly and accurately.

Phases of communication:

1. Pre-incident Summary: cautionary notices about potential incident and University community preparedness to deal with incident, including any safety notices, how to report problems, details about known interruptions in services, etc.
2. Primary Incident Notice: includes general description of an incident. May state further details to follow. Provide knowledge that an incident is reported and being responded to, may indicate additional directive to general public; for example, safety precautions.
3. Incident Notices: Continue to provide up-to-date information including any new information, safety notices, contact numbers for more information as communications sites are opened, and any further directives.
4. Incident Summary: provide details about incident and response, including on-going work. Provide contact information for follow-up questions or concerns.

Available Emergency Notification and Warning Systems:

It is recognized that no one system is capable of reaching everyone and that each system has its strengths, weaknesses and limitations. Based on the type of incident a variety of methods may be used to communicate before, during and after an emergency event.

- WCSU MIR3 system (phone, text, e-mails)
- WCSU website (ITI to develop to handle traffic/hits). Website and social media to be updated by University Relations office
- Local media (TV, Radio)
- Door-to-door contact and building announcements
- Posting of fliers/notices in key locations
- Establish an information hotline. Assumes phone lines are in use and would be identified to the community as a contact point for information. This information line may have a recorded message with a date and time, last updated notation. Calls may be routed to a call queue and will route calls to available operators. (Establish number in President's Office).

In addition to the above resources, the University is in the planning states for a mass notification system that would allow it to provide information about emergency situations to incidental or transient people on campus – that is, those without an on-going relationship to the University.

University policy with regard to all aspects of emergency communications and media relations

1. Approval of statements before being released. All media communication is to be drafted by the Public Information Officer (PIO). Approval of such statements is the responsibility of the Incident Commander and /or the Executive Policy Group. During situations that involve immediate life safety concerns, the Incident Commander has the authority to post information via the emergency notification systems without the need for Executive Policy Group approval. All other incidents will require the PIO to work through the Executive Policy Group liaison and the Incident Commander for approval of notices to be released to the community. For example, closing the basement of White Hall due to a flood versus an immediate personal safety concern.
2. The PIOs for media inquiries are the Director of University Relations and the University President.
3. All media inquiries are to be directed to the University Relations Office. Interviews and statements are arranged via the University Relations Office. Employees are to be instructed to direct all media inquiries to the Office of University Relations for accurate, up-to-date information.
4. Establish a Joint Information Center (JIC). This location will house public relations personnel and as a collection point for all information. Old Main 3<sup>rd</sup> floor conference room may be used for technology resources. Press conferences may be carried out in the Student Center Theater or the Ives Concert Hall in White Hall, if necessary. University staff in this location will also be charged with monitoring media coverage to correct misinformation and identify concerns.

**Statements for media and general population should include:**

A basic statement of communication should include a brief who, what, when, where and why regarding the incident. A general format is included below:

Dateline (your location)—Two to three sentences describing current situation

- What we do know
- Process to get answers
- Insert actions *currently being* taken
- List actions that *will be* taken
- List information on possible reactions of public and ways citizens can help
- List contact information, ways to get more information, and other resources
- Insert quote from an official spokesperson demonstrating leadership and concern for victims

**Key Phrases:**

“There is an unconfirmed report of...”

“The University will continue to update information as it becomes available.”

“Please evacuate the campuses and do not return until further instructions have been provided.”

The Communications Support Function Annex (ESF2) provides further details.

## **8. Administration, Finance, and Logistics**

### **8. a. Administration**

#### *8. a. i. Documentation*

Documentation is an intricate part of both response and recovery efforts. Records generated during and post emergencies will be used for hazard mitigation, preparedness, training, cost recovery, worker’s compensation, and insurance purposes. In addition, lessons-learned will be further addressed in the After-Action Review.

The following documents may need to be completed as necessary during exercises and actual incidents:

- ICS Form 201-Incident Briefing
- \*ICS Form 202-Incident Objectives
- \*ICS Form 203-Organization Assignment List
- \*ICS Form 204-Assignment List
- \*ICS Form 205-Radio Communications Plan
- \*ICS Form 206-Medical Plan
- ICS Form 207-Organizational Chart
- \*\*ICS Form 208-Safety Plan
- ICS Form 209-Incident Status Summary
- ICS Form 211-Incident Check-in List
- ICS Form 213-General Message
- ICS Form 215-Operational Planning Worksheet
- ICS Form 215A-IAP Safety Analysis
- Damage Assessment Form
- After-Action Review (AAR)

Forms identified with an asterisk (\*) are typically included in an Incident Action Plan (IAP).

Forms identified with two asterisks (\*\*) may be included in an IAP.

Lower level incidents may not require completion of such forms. As the complexity of the incident increases, more resources are required and the need for coordination escalates, the completion of the appropriate forms for planning, tracking, safety and accountability becomes paramount.

The University’s web-based internal work order system, *Schooldude*, may be used to manage tasks and projects from request to completion undertaken by University personnel. The system may be used to assign, track and document work done to mitigate the emergency.

#### *8. a. ii. After-Action Review*

The After-Action Review (AAR) is an administrative process used to review and discuss the response in order to capture the lessons learned from exercise or incident successes and failures with the goal of improving future performance. It is a tool the University's Emergency Planning Team will implement to identify strengths and weaknesses in the emergency management process.

An event that classifies as "Level 1 or 2" may not require the completion of a formal review. Instead, a memo or e-mail may suffice to close any performance gaps. Higher level emergencies, however, would require for the formal process to take place.

The AAR process should involve all members of the team. The EOC Coordinator will act as the facilitator to help create an open environment, promote discussion and draw out lessons learned.

The AAR should be carried out as soon as possible following the exercise or actual event while team members are still available and memories are vivid. The AAR will act as the guideline for future planning, updating the EOP and modifying emergency management procedures and processes.

Besides completing the AAR form, the following questions could serve as a guide to proceeding with the task:

- What was supposed to happen? What actually happened? If there was a discrepancy, why did it occur?
- What worked? What did not work? Why?
- What should we do differently next time?

## **8. b. Finance**

### *8. b. i. Emergency Purchasing*

An emergency is likely to necessitate the University to seek external resources. The financial expenses of emergency purchasing/contracting may be covered with a University-issued purchasing card (P-card.) Spending limits are inherent with purchasing cards based on operating expense accounts and are subject to University purchasing guidelines.

In the event that the cost incurred exceeds the limit of the standard issued cards, there are individuals in the Executive Policy Group who maintain P-cards without a designated spending limit.

If the IC, the EOC coordinator or the Logistics Section Chief anticipates the need to make individual purchases that exceed \$10,000 without going through the formal bid process, they may request that either the President or the Vice-President for Finance and Administration

declare a University emergency. When this declaration is made, the formal bidding requirement for purchases between \$10,000 and \$100,000 is lifted.

#### *8. b. ii. Cost Recovery*

Cost recovery is an essential element of the recovery phase of the emergency management continuum. The nature of the situation will dictate the course of action for cost reimbursement.

In the event of an emergency declared by the Governor, the University will apply for FEMA grants and funds, as necessary.

If the emergency has been caused by an individual or a group of people, accidentally or maliciously, the University will seek cost recovery for damage repairs from the insurance policy of the person(s) causing the incident. Furthermore, if it is determined that the incident and the subsequent damage was intentional, the University will pursue compensation for the damages incurred, application of student discipline procedures (if applicable) and, possibly, criminal prosecution.

In addition, certain situations may allow the University to seek cost recovery funds from other sources. Each incident will be evaluated separately, with ultimate goal being the diffusion of cost.

If the damage incurred exceeds the insurance deductible, the University will file an insurance claim.

The indirect or hidden costs associated with an emergency may be four to ten times larger than direct costs. Hidden costs include but are not limited to job reassignment, additional paper work, incident investigation procedures, etc. The emergency and its aftermath, however, may have detrimental effects that far exceed all the financial cost accrued. Low employee morale, the sense of uncertainty, the feeling of an unsafe or unsecure environment and, subsequently the loss of respect and credibility can tarnish the image of the most reputable institution.

Proper documentation is required to ensure cost recovery. In addition, staff will have to be reimbursed for their efforts to respond to and recover from the emergency. As such, department supervisors in conjunction with Human Resources will keep track of man hours devoted to the incident. Purchasing will keep track of items/services acquired in order to deal with the emergency separately from all other purchases.

#### **8. c. Logistics**

In an effort to provide continuity of operations during and after an emergency, the University has identified critical needs and resources that need to be available. These gaps have been identified in the Hazard Analysis and Risk Assessment section. Some of the available



resources are addressed in the ESF Annex. It is incumbent upon each ESF coordinator and primary agency to provide logistical support for their respective function.

Examples of the logistics outlined include, but are not limited to:

- Snow removal
- All utilities
- Plumbing, electrical, sewer, HVAC services
- Fire safety-Simplex, fire protecting testing (FPT)
- IT/communications
- Clean up services (flood, fire, biological)
- Hotels-motels-temporary sleeping quarter accommodations
- Hospitals (Danbury-New Milford)
- Ambulance services
- Danbury Fire Department (DFD), Danbury Police Department (DPD), Department of Emergency Management and Homeland Security ( DEMHS), -CSP-Danbury EM-Danbury Public Health Department
- Fuel delivery
- Food/water services
- Transportation
- Heavy equipment
- Hazmat containment/cleanup
- American Red Cross
- Counseling services
- Portable toilets

## **9. Plan Development and Maintenance**

### **9. a. Plan Development**

The WCSU Emergency Operations Plan was developed with the guidance of the following resources:

- FEMA’s Comprehensive Planning Guide 101, published in November 2010
- US Department of Education’s Action Guide for Emergency Management at Institutions of Higher Education
- DHS’s National Preparedness Guidelines, published in September 2007
- DHS’s National Response Framework

The EOP is divided into four sections:

1. Basic Plan
2. Emergency Support Functions
3. Support Annexes
4. Hazard-Specific Appendices

Emergency operations plans for the State of Connecticut and Region 5 follow a similar design. Resemblance of Plan format will allow outside agencies to be readily familiar with the Plan layout.

WCSU has created a Campus-Wide Emergency Planning Team to create, review and maintain the Plan for the University. Team Members are tasked with identifying and ranking potential hazards (HARAT format) and participating in the annual tabletop drill/exercise to test Plan functionality. The team is currently led by the Vice President for Finance & Administration.

Additionally, the Emergency Management Planning Team reviews support functions to ensure preparedness for identified hazards. This review includes staffing support, technology systems, communications systems, outside agency coordination, etc. The Team also oversees changes to Plan documentation and distribution of the updated Plan

## **9. b. Plan Maintenance**

### *9. b. i. Annual Review of HARAT forms*

At a minimum, the Emergency Operations Planning Steering Committee will review identified hazards and potential ranking annually. The process will take place between the February and March meetings. Review may also be triggered by changes to the physical campus environment or as the result of an on-campus incident, among other scenarios.

### *9. b. ii. Exercises and Testing*

WCSU will test the Plan on a regular basis in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. All exercises and testing will be documented both before and after the testing incident occurs for tracking purposes. Reports are to be maintained by the Chair of the Emergency Operations Planning Steering Committee and stored electronically on a shared drive on the University's network. The forms to be used during exercises are the same as the ones used in real events and are listed in section 5, *Administration, Finance and Logistics*. Although the majority of these exercises will be confined to workshops, drills, tabletop and functional exercises, the University will also hold full-scale exercises involving the University and City of Danbury communities.

### Emergency Warning and Notification:

WCSU will conduct a full test of emergency warning and notifications at least once annually. The purpose in addition to testing routine functionality, will serve to remind end-users to update

contact information in the emergency notification system. When possible, this test should be coordinated with all-campus drills.

### Emergency Operations Center Drills

WCSU will conduct an activation of the Emergency Operations Center and Emergency Operations Staff at least once annually. This activation will include drills or exercises addressing a specific emergency topic. The drill/exercise will be coordinated with appropriate outside agencies, when possible.

### School, Division, Department, Building and Unit Drills and Exercises

All WCSU units will be encouraged to complete at least one emergency response drill or exercise annually. The WCSU Emergency Management Committee members will provide assistance to all units as needed and as time permits to aid in accomplishing this goal.

Units that deal with hazardous materials as part of their routine operations are encouraged to complete drills at least once a semester.

### All-Campus Emergency Drill

WCSU will periodically hold full-scale exercises which will involve students, faculty, staff, and agencies from the greater Danbury area. Due to the complex nature of their structure and design, such exercises will take place once every three to five years.

#### *9. b. iii. Contact Information*

The list of individual contact information for identified emergency management staff and outside agency contacts will include name, title, office phone number, cellular numbers(s), and e-mail address(es). This list will be reviewed every 3 months by staff supporting the Chairs of the Emergency Management Planning Team for accuracy.

#### *9. b. iv. Distribution*

The University will distribute the full Plan as required by statute and Board directive to relevant outside agencies, usually on or before October 1 of each year. The University will distribute the full Plan, as needed and appropriate, with other external entities beyond those identified by statute or Board policy. The University will distribute the full Plan internally to departments that are likely to either serve as first responders or provide support functions. The University will distribute information in summary form about the Plan broadly to the full University community.