



EMERGENCY MANAGEMENT PLAN

Introduction

The information and guidelines contained in this plan are designed to guide the university through an emergency situation when routine measures are not sufficient until normal operations can resume. Not every conceivable situation is addressed in this plan, but the basic guidelines are provided to cope with most campus or university-related emergencies. When a situation occurs that fits any description of events described in this document, or for any special need that cannot be handled through routine measures, the President or his designee may declare a state of emergency and activate this plan.

The Federal Emergency Management Agency (FEMA) defines an emergency as "an unplanned event that can cause death or serious injuries to employees, customers, or the general public or that can shut down your business, disrupt operations, cause physical or environmental damage, or threaten the facility's financial standing or public image." Obviously, numerous events may be considered "emergencies" and appropriate responses to such events may require more than just a routine attention. Then again, some serious situations may be resolved through normal operations and special attention may not be needed. This plan is applicable to the following emergencies:

- Bomb Threat or Bombing
- Civil Disturbance or Demonstration
- Earthquake
- Explosion
- Fatality or Serious injury
- Fire

- Flood
- Hazardous Materials (HAZMAT) incidents
- Psychological Situations
- Severe Weather
- Utility Failure
- Violent Criminal Acts and Violence in the Workplace
- Off-campus Casualty

All requests for procedural changes, suggestions, or recommendations will be submitted in writing to the Director of Campus Security for technical review. Any recommended changes will be submitted in writing to the President's Council for evaluation and adoption.

This plan is designed to offer suggestion and guidelines in the management of an emergency or unusual occurrence. Buena Vista University accepts no liability for the use or misuse of the concepts contained therein.

Declaration of Emergency

Supervisors, directors and other managers for the university are faced with challenges on a daily basis. In most instances, routine resolutions are available to respond to a situation. In fact, there may be situations addressed in this plan that can be easily handled using routine resources without having to activate the plan and involve the Emergency Operations Center (EOC).

However, there may be times when routine actions are not sufficient, resources are not available, or public attention requires a concerted response by the college and its senior leaders. Supervisors and directors will contact their respective vice president when an event occurs that is listed in this document, when an event occurs that the supervisor and/or director does not have the resources to handle, or when media attention necessitates an official college response. That vice president will confer with the President or his designee concerning a decision to activate the plan and the Emergency Operations Team (EOT).

Emergency Operations

Emergency Operations Team (EOT) Primary Team Members:

President

Provost

Vice President for Finance and Administration

Vice President for Enrollment Management & Marketing

Vice President for Student Success

Assistant Dean of Student Success and Residence Life

Chief Information Officer

Director of University Marketing and Communications

Director of Campus Security

Associate Athletic Director

Auxiliary Team Members:

Director of Athletics

Director of Health Services

Director of Facilities Management

Director of Finance Administration/Controller

Director of Human Resources

Information Technology Services

Others as determined by Primary Team

Glossary

EOT Emergency Operations Team

EOC Emergency Operations Center

EMC Emergency Management Coordinator

MSA Multipurpose Staging Area

ERP Emergency Response Plan

PIO Public Information Officer

EMD Emergency Management Department

DAT Damage Assessment Team

CHAPTER 1

Command and Control

Purpose

To coordinate management of emergency response activities, continuity of university operations, emergency operations centers (EOC) and policy making in large scale emergency situations.

Situation

1. Buena Vista University Emergency Operations Center (EOC) is located in the Student Affairs Suite of the Harold Walter Siebens Forum.
2. The EOC is considered to be an adequate tornado shelter.
3. The EOC has the capability for controlled access.
4. The alternate EOC is located in the University Communications Office at 604 Iowa Street.
5. The alternate EOC is not considered to be an adequate tornado shelter.

Assumptions and Planning Factors

The Primary and Alternate EOC will be available and prepared for emergency operations upon anticipation of use. Adequate supplies will be available for extended operations.

Backup communications and power may not be available.

Organization / Responsibilities

1. The Command and Control function is carried out by the Emergency Operations Team (EOT) through the Emergency Management Coordinator and others, as required.
2. EOC Staff members are appointed by the President and are responsible for carrying out emergency operations and advising the EOT on matters pertaining to their areas of responsibilities.
3. The Buena Vista University Emergency Management Coordinator's Command and Control responsibilities include:
 - Disaster Operations Advisor to the President's Council
 - Manage the operation of the EOC
 - Develop EOC operating procedures, and review annually for changes

- Direct record keeping and message flow activities in the EOC
 - Develop and manage a shelter system
 - Serve as liaison to governmental officials
4. Specific responsibilities and tasks for Command and Control activities are contained in the Emergency Response Checklists, and are broken into three phases: Preparedness, Response, and Recovery.

Concept of Operations

1. Activation of Emergency operations center (EOC)
 - a. Members of the President's Council, BVU's Emergency Management Coordinator or designated representative, have the authority to activate the Emergency Operations Center (EOC).
 - b. Immediate requests for assistance will be channeled through BVU's Emergency Management Coordinator (EMC).
 - c. The EMC will determine the level of staffing required, based upon the situation, and alert the appropriate personnel, agencies, and organizations.
 - d. The EMC will notify local authorities upon activation of the EOC due to an emergency or disaster.
 - e. The EOC will operate on a 24 hour basis, if necessary, during the emergency, and the staff may be required to work 12 hour shifts. A member of the primary EOT will be present during EOC operating hours.
2. EOC Operations
 - a. A detailed activity log of EOC operations will be maintained.
 - b. Alternate Emergency Operations Center: In the event the primary EOC is damaged or otherwise unavailable, the University Communications Office at 604 Iowa Street will be used as the alternate EOC. In the event both the EOC and alternate cannot be used, a Field Operations Center will be established as the alternate EOC until a facility has been readied for this function. The location selected will be determined at the time, dependent on the situation:
 - c. The EMC shall manage the alternate EOC during emergency period.
 - d. The alternate EOC shall have operational capabilities as described in its standard operating procedures.

- e. The alternate EOC staff shall provide for coordination and logistical support needs of response personnel directed by, but not located in, alternate EOC.
- 3. Coordination and Control
 - a. Disaster operations conducted by BVU will be directed by the EMC. If necessary, an on-scene commander for command and control will be designated by EMC.
 - b. Coordination and supervision of all emergency operations will be through the appropriate EOC Staff, or their representative.
 - c. Periodic briefings will be held during emergency operations with all members of the EOT.
 - d. Primary communications will be through normal systems. All emergency communications will be controlled from the EOC.
 - e. Emergency Management volunteers and other key emergency workers will be issued an identification card by the Emergency Management Coordinator which will allow them access to restricted areas in order to perform their assigned tasks.
- 4. Multipurpose Staging Areas (MSA) (Personnel, equipment, supplies)
 - a. Multipurpose Staging Areas will be activated upon the direction of the EOT.
 - b. MSAs, when activated, will provide a base for coordinated field emergency operations. The locations will be determined at the time based upon:
 - c. Location of disaster scene
 - d. Ample parking facilities
 - e. Capability for electrical power (or generators) hook ups
 - f. Capability of tie in to telephone lines for emergency telephones

Command and Control Emergency Response Checklist

Preparedness Phase

EMC

- Alert EOT and EOC staff
- Prepare to activate the EOC
- Notify local authorities and other appropriate agencies (as required)
- Alert private and volunteer agencies/organizations who could assist if emergency/disaster occurs (as required)

- Determine availability of resources which may be needed
- Prepare for 24 hour operational capability of EOC

EOT

- Review and approve all emergency procedures supporting plans
- Direct all activities defined in this Emergency Operating Plan
- Authorize release of emergency public information
- Consider actions to insure continuity of University operations

Response Phase

EMC

- Notify EOT and EOC staff
- Maintain 24 hour operation of EOC
- Maintain contact with government EOC (as required)
- Periodically brief EOT and EOC staff
- Assign tasks to private and volunteer agencies/organizations, as necessary
- Evaluate damage assessment reports

EOT

- Direct all emergency response activities
- Request local assistance (as required)
- Authorize release of emergency public information
- Enact emergency policies and controls
- Address debris clearance for public safety routes and health and sanitation
- Address utility restoration

Recovery Phase

EMC

- Establish Emergency Information Center, as applicable
- Terminate 24 hour operation of EOC, when appropriate
- Advise and assist functional areas in completing reports
- Finalize damage assessments

EOT

- Terminate 24 hour emergency response activities, as applicable
- Review and evaluate all disaster operations reports
- Critique operations and conduct hazard mitigation study
- Enact policies which would mitigate hazard(s)

Key Officials and Primary EOC Staff

(Phone numbers are located in the Emergency Operations Center)

Emergency Operations Team

Primary Team Members

- President
- Provost
- Vice President for Finance
- Vice President of Enrollment Management & Marketing
- Vice President for Student Success
- Chief Information Officer
- Director of Campus Security
- Director of University Marketing and Communications
- Athletic Director

Auxiliary Team Members

- Associate Director of Athletics
- Assistant Dean of Student Success/Director of Residence Life
- Director of Health Services
- Director of Human Resources
- Information Technology Services
- Director of Facilities Management
- Director of Finance Administration/Controller
- Others as determined by the primary team

CHAPTER 2

Public Information / Dissemination

Purpose

This section provides for communication guidance in response to any serious or emergency situation affecting the University. It applies both to situations on campus and those involving members of the BVU community in university-related off-campus activities. Its purpose is to identify available resources and present general guidance about how to inform the University community, media and other concerned persons on the status of an emergency affecting Buena Vista University.

Situation

1. A crisis may include emergency and non-emergency events:
Emergencies include any situation that may involve or threaten to cause loss of life or injury to students, faculty or staff of BVU (fires, explosions, accidents, vehicular mishaps, or severe weather events) or significant property damage.

Non-emergencies include any situation that threatens the reputation or stature of the college, poses legal ramifications, and that does not pose a direct physical threat to students, faculty, staff or property at BVU.

Assumptions and Planning Factors

1. There are known groups of non English speaking people or visually impaired at the University. Any non-English speaking groups shall be identified, if possible, and interpreters for such languages be incorporated into this plan.
2. In a period of increased threat of a peacetime disaster, or of a developing international crisis, public demand would develop for information on specific actions to improve chances of survival, safety, and protection of property.
3. During and after a peacetime emergency, specific protective action information and advice to the public would be essential to maximize survival and protect property.

Organization / Responsibilities

1. The public information activities are directed by the Public Information Officer (PIO). The PIO is responsible for the collection, coordination, and dissemination of emergency public information material to the campus population.
2. The Public Information Officer has been appointed by, and is the official spokesperson(s) for, the University and is a member of the EOC Staff. The PIO will coordinate all public information activities with the President and the EOT.
3. The PIO will appoint a supporting staff, as needed, to assist in the public information functions and ensure the capability of 24-hour operations, when required.
4. Supporting staff responsibilities are:
 - a. **Assistant Public Information Officer:** responsible for assisting the PIO in all functional areas and activities. Performs the function of the PIO in the absence of the PIO.
 - b. **Rumor Control Supervisor:** responsible for the operation of the Rumor Control Center, ensures operators are kept updated, passes information collected to the PIO, establishes and oversees the monitoring of media coverage for accuracy and content, and advises the EOT.
 - c. **Logistics Coordinator:** coordinates public information supplies and equipment requirements as well as volunteer support staff schedules, such as:
 - i. Clerical support for the local Information Center
 - ii. Local Rumor Control Center operators
 - iii. Runners for Information Center

Concept of Operations

1. At the time of disaster or impending disaster, the Public Information Officer, in coordination with the EOT, will ensure that the following is accomplished:
 - a. A PIO Staff is appointed
 - b. Locations are designated for:
 - i. Information Center
 - ii. Media Release Point
 - iii. Rumor Control Center
2. Coordination

- a. The public information program requires a coordinated flow of information from all levels of the University through a central release point to ensure that only accurate information is presented. This will be accomplished through:
 - i. Establishing an Information Center where close coordination and exchange of information between all key staff and department heads and the PIO will be accomplished. The Information Center will be located in or adjacent to the EOC.
 - ii. Collecting, compiling, and verifying information at the University Information Center before authorizing releases.
 - iii. Releasing information to members of the media at the University Media Release Point in the EOC by the Public Information Officer or an authorized representative.
 - iv. A Rumor Control Center may be established where citizens having questions may call to receive accurate and verified information. The telephone numbers would be released by the media. The establishment of the Rumor Control Center must be coordinated with the Communications Officer to insure there is adequate telephone capabilities.
- 3. Information Center
 - a. The University Information Center, located adjacent to the EOC, will operate 24 hours a day during the disaster period as the central point of operations for the public information activities. it may include:
 - i. Office space, appropriate supplies, and phones for the Public Information Officers
 - ii. Clerical support for typing news releases, keeping status boards current, etc.
 - iii. Runners to assist in hand carrying
 - iv. Monitors to monitor commercial broadcasts regarding disaster information and instructions being given to the public
 - b. The Information Center will collect, correlate, and authenticate all disaster-related information, and develop material for release to the media and the campus.

- c. Instructions to the campus concerning protective actions will be released directly to the campus as coordinated by the PIO from the Information Center.
 - d. The Information Center will oversee and keep the Rumor Center updated on disaster-related information for dissemination to the public in response to inquiries.
 - e. The Information Center will monitor the media outlets to ensure the public is receiving accurate and timely information.
- 4. Rumor Control Center
 - a. The University Rumor Control Center, located in the Information Center will operate 24 hours a day during the disaster period answering inquiries from the public and passing information received to the Information Center and assistance requests to the EOC.
 - b. Telephones required will be coordinated with the Communications Officer.
 - c. Personnel may be University employees or volunteers.
- 5. Media Release Point
 - a. The University Media Release Point is the designated point where the PIO will conduct news briefings and conferences. The location of the media release point will be determined by specific circumstances of the emergency situation.
 - b. Briefings and conferences will be held at intervals which will be determined at the time, depending upon the current situation.
- 6. Resources
 - a. **Emergency Public Information Packet**
A package of emergency public information material may be stored by the Emergency Management Coordinator and maintained by the PIO. This package contains:
 - b. **Emergency Public information** – Sample News Releases: articles, handouts, sample news releases and other publications pertinent to an emergency situation the Emergency Management Coordinator and Public Information Officer can utilize in preparing news releases for the media.
- 7. Information Dissemination
 - a. Radio and Television

- i. Information requiring immediate broadcast will be telephoned to directly to local media outlets. Routine information will be given to the media through the media release point briefings and news conferences.

Public Information Emergency Response Checklist

Preparedness Phase

Public Information Officer

- Alert Public information support staff
- Update and confirm Public information resources
- Release information to campus pertinent to preparing for threat/hazard expected
- Establish liaison with all EOC officials
- Keep local officials updated on all Public Information matters
- Review dissemination and distribution systems to ensure maximum coverage to campus
- Coordinate distribution procedures

Logistics Coordinator

- Coordinate facility requirements for the Information Center
- Coordinate requirements for the Media Release Point
- Coordinate with Communications Officer on communications requirements, including anticipated needs for additional phones

Response Phase

Public Information Officer

- Alert Public information Staff
- Maintain contact with all EOC staff and advise Executive Staff on Public information matters
- Implement media release point and set schedule for periodic briefings, as required
- Confirm policy on admittance of news media to disaster area with EMT
- Implement and assign personnel to Rumor Control Center
- Release Rumor Control Center telephone numbers to news media

- Coordinate release of all Public information Advisors and instructions with appropriate EOC staff

Logistics Coordinator

- Ensure that supplies and equipment for Information Center are adequate and in place, as required
- Advise Communications Officer of communications requirements (including additional telephones)

Recovery Phase

Public Information Officer

- Provide to the campus instructions for the Recovery Phase
- Notify evacuees it is safe to return to their rooms
- Release safety measures and precautions applicable to hazard and recovery activities
- Discontinue operation of Rumor Control Center, when appropriate
- Notify campus where to call for seeking assistance or for special problems
- Discontinue operation of Media Release Point
- Discontinue operation of Information Center

Public Information Officer's Staff

- Critique PIO activities with all PIO staff
- Review PIO SOP and implement changes to correct problems and improve operations

Public information Resources

- Radio
- Television
- Cable TV
- Newspapers

CHAPTER 3

Warning

Purpose

To receive and communicate timely warnings to appropriate university officials and to members of the campus community concerning actual or potential severe weather, flooding, radiological or hazardous materials releases and other situations so that appropriate preparedness or response actions may be taken.

Situation

1. Severe weather, flood, and hazardous material warnings are disseminated from National Weather Service, Buena Vista County Emergency Management Department, and Buena Vista County Communications Center.
2. The university EMC and/or his/her designee disseminates warnings to the affected areas of the university using established procedures.
3. At the present time an audible outdoor warning system is being considered that could simultaneously notify university residents, and residents in the immediate vicinity.

Assumptions and Planning Factors

Warning needs and methods for the general public differ according to the type of hazard and the barriers that exist for the population such as mobility and language. The predictability and speed of onset of hazards vary and may allow for ample warning or none at all.

Organization / Responsibilities

1. The legal responsibility for ensuring effective warning to the campus community is under the authority of the Presidents Council of the University. Responsibility for direction and coordination of the warning function is under the EOC.
2. Specific responsibilities and tasks in warning are contained in the Emergency Response Checklist, and are divided into Preparedness, Response and Recovery phases.

Concept of Operations

Upon receipt of warning, the EMC and/or his designee will refer to and automatically implement established procedures on receipt of a warning, and will activate appropriate warning systems:

1. **Systems Tests** -- Will do systems tests as required and scheduled by university procedure
2. **Exercises** -- The university shall provide warning for exercises as necessary
3. **Line of Succession** -- Per university procedure
4. **Special instructions** -- in any emergency not covered by this plan and when the university the Emergency Management Coordinator or other responsible official cannot be contacted, take all Necessary actions consistent with sound judgment and common sense

Communications and Warning Emergency Response Checklist

Preparedness Phase

EMC

- Write/review/update Communications procedures
- Insure testing and maintenance of communications equipment
- Insure testing and maintenance of auxiliary power and alternate communications; inventory/replace fuel supply, batteries, etc.
- Instruct staff on contents and use of message handling system
- Insure availability of message forms

Response Phase

EMC

- Alert Communications and Warning personnel
- Advise Executive Staff of communications status
- Implement message handling system
- Activate EOC/communications center
- Assign personnel to each communication capability
- Maintain log of communication activity

Recovery Phase

EMC

- Maintain communications with state government and adjacent communities
- Maintain log of communication activity
- Prepare report of communication activities during disaster situation

CHAPTER 4

Evacuation

Purpose

To provide for the orderly and expeditious evacuation of all or any part of the population of Buena Vista University Storm Lake campus if it is determined that such action is the most effective means available for protecting the population from the effects of any disaster.

Situation

1. The University Emergency Management Plan identifies numerous hazards which could result in the need to evacuate.

Assumptions and Planning Factors

1. While some disaster events are slow moving providing ample reaction time, the worst case assumption is that there will be little or no warning of the need to evacuate.
2. The decision to evacuate could occur day or night, and there would be little control over the start time.
3. Because most evacuations cannot be staged or stretched out, maximum traffic congestion should be expected. Voluntary evacuation probably will not have occurred; however, voluntary evacuation could occur after the campus community has been advised of a potential problem or danger, even though the situation does not warrant an official evacuation.
4. There would not normally be time to obtain manpower support from local, state or federal resources.

Organization / Responsibilities

All of the emergency functions detailed in this plan could play a role in successfully carrying out an evacuation of the campus community. The overall responsibility for issuing evacuation orders rests with the EOT. However, the on-scene command authority can make a decision to evacuate when there is an immediate need in order to protect lives and provide for public safety. Key campus participants are:

1. Campus security

2. President's Council
3. Student Services
4. Facilities Management
5. University Marketing and Communications

Key off-campus participants may include:

1. Law enforcement
2. Fire Departments/EMS
3. Public Works Director/City Engineer
4. Buena Vista County Chapter American Red Cross
5. County Emergency Management Coordinator
6. Superintendent Storm Lake School District
7. Buena Vista Regional Medical Center
8. Methodist Manor
9. St. Mary's School
10. Local churches

Concept of Operations

1. Command and Control -- The Emergency Operations Center (EOC) will normally have been activated because of the primary hazard event. Overall, executive direction and control of the incident and any ensuing evacuation will be conducted from the EOC. The Buena Vista University campus Emergency Management Coordinator will assist with coordination of all evacuation support activities.
2. Transportation
 - a. Assembly Area -- refer to checklist and glossary
 - b. Special Needs and Health Care Transportation -- there could be cases where injured or handicapped persons in the evacuation area will not be able to get to the assembly point or would need special transport. The Buena Vista University campus Emergency Management Coordinator, or designee, will coordinate the use of campus or other vehicles to transport these individuals. The campus community will be instructed to notify the EOC of any special transportation problems.
3. Local Support -- Under disaster conditions, evacuation support and resources may be available from a number of state agencies. Assistance will generally be requested through the State EMD. Assistance includes

manpower, transportation, supplies, and technical advice. The following agencies may become involved in the emergency evacuation of the area:

- a. Storm Lake Public Works -- will provide updated information on road conditions, load bearing capacities and usability to support evacuation or rerouting of traffic. They will also provide equipment and manpower to maintain or repair roads and bridges to usable condition in support of an evacuation. Personnel may assist in traffic control by erecting barricades, warning lights and signs, or providing manpower.
- b. Department of Public Health -- if an evacuation is initiated, maintenance of the health standards in reception areas will be closely monitored. This agency is responsible for the prevention or control of such conditions as:
 - i. overcrowding,
 - ii. spread of disease, and
 - iii. development of unsanitary conditions/practices
- c. City Fire Chief -- this office is responsible for insuring that adequate safety standards, including fire safety, are met.
- d. Storm Lake Police Department -- the SLPD may establish control points for traffic control, assist in maintaining order, obtain medical help and direct emergency vehicles to the proper destination within and around the disaster area.
- e. Iowa National Guard -- the Iowa National Guard may provide support to the civil authorities when authorized by the Governor. They may provide manpower, and equipment in support of an evacuation.
- f. Department of Natural Resources -- the department field personnel may be able to provide information on local conditions, act as guides along evacuation routes or to augment other law enforcement personnel in traffic control. The department also has boats available to assist in evacuation during floods.
- g. Iowa Department of Public Safety -- will maintain a road conditions/closures hotline for services for public and emergency access. Also provided will be a teletype service for law enforcement agencies for road closure and detour information. Routes of travel may be identified.

Evacuation Emergency Response Checklist

Preparedness Phase

EOC Staff

- Activate campus EOC as necessary
- Assemble EOC Staff as required
- Alert all supporting groups
- Advise Buena Vista County EOC of evacuation preparation status
- Prepare to augment campus EOC Staff as necessary
- Assist in definition of the potential evacuation area
- Make sure that critical facilities and institutions in the potential evacuation area have been alerted
- Determine how many campus residents would be affected
- Identify population groups that may require special assistance during evacuation
- Coordinate with officials of Shelter Areas
- Correlate information needed to make the evacuation decision and brief the EOT
- Evaluate alternatives for protective action
- Make evacuation decision based on recommendations of on scene command authority
- Prepare for possible relocation of university services
- Obtain bus resources from school systems, if required
- Determine evacuation routes in consultation with campus security and local authorities

Public Information Officer (PIO)

- Prepare statement of university actions
- Maintain contact with media
- Serve as single point of contact for media and general public
- Coordinate exchange of information within campus community

Response Phase

EOT

- Make decision to evacuate and issue evacuation order
- Increase staff as necessary

EOC Staff

- Notify key facilities in evacuation area of evacuation order
- Coordinate public transportation for evacuees
- Monitor support operations and advise all services/organizations of situation
- Advise County EMD and request support as needed

PIO

- Establish rumor control center
- Continue providing evacuation information to the public

Campus Security

- Disseminate evacuation order to campus residents of the affected area and transient population
- Establish perimeter security
- Establish traffic control on evacuation routes in conjunction with law enforcement
- Sweep evacuated area to ensure all persons have left
- Provide reports of traffic movement and other related problems to EOC
- Implement access pass system for entry into evacuated area
- Provide necessary traffic control devices
- Assist in keeping evacuation routes open
- Establish and maintain fire security of evacuated area

Director of Housing

- Establish Relocation Center
- Implement mass care procedures
- Open lodging facilities
- Begin emergency feeding operations
- Implement human services and crisis counseling actions

Recovery Phase

EOT

- Make decision to reenter evacuated area
- Issue return order

EOC Staff

- Gather information concerning the safety of the evacuation area
- Brief EOT and make recommendations concerning reentry
- Advise Buena Vista County EOC of reentry decision
- Advise local law enforcement and fire officials of reentry decision
- Arrange for transportation of all personnel back to campus

PIO

- Disseminate announcement of return order
- Inform campus community of proper re entry actions

Campus Security

- Provide traffic control for movement back to evacuated area, when area is determined to be safe

Physical Plant/Maintenance

- Clear debris as necessary
- Inspect evacuation area for safety

Director of Housing

- Notify evacuees in lodging facilities of clearance to return to campus
- Terminate lodging and feeding operations

Student Services

- Determine long term housing needs of evacuees

CHAPTER 5

Shelter

Purpose

To determine actions and establish procedures necessary for the short term, community sheltering or in-place sheltering of the citizens of Buena Vista University as a result of a natural and man-made disasters.

Situation

Analysis of hazardous situations that could occur on the Buena Vista University campus which would require the use of community sheltering indicates that:

1. The University and communities are susceptible to the destructive effects of natural and man-made disasters.
2. Although not specifically identified as campus shelters, there are buildings on the campus to provide protection for that segment of the public not at home when a tornado warning is received. These buildings will generally be open during daytime "working" hours.
3. EOT will be responsible for ordering "in-place shelter".

Assumptions and Planning Factors

1. Sufficient warning time may not exist to enable people to go into campus shelter.
2. Buildings planned for use as campus shelter will be available.
3. Campus Shelter actions in the event of severe weather will be short term, spontaneous and consist primarily of residents and visitors to the area seeking immediate shelter. Minimal action is required.
4. Routinely, residents are encouraged to take shelter during severe weather such as thunderstorms and blizzards. However "in-place sheltering", may be a recommendation during a radiological or chemical incident where evacuation is not the best option for the population.

Organization/Responsibilities

1. Organization
 - a. Campus sheltering programs will be carried out under the general direction of the EMC. Sheltering requirements will be controlled by the Director of Residence Life and the Residence Life Staff.

2. Responsibilities

The EMC will:

- a. Maintain current listing of shelter facilities
- b. Maintain current listing of shelter resources needed
- c. Prepare and maintain map of campus shelter locations

Concept of Operations

In developing a campus shelter system, there are a number of actions which should be taken. These actions are detailed in the Emergency Response Checklists, Attachment 1 to this chapter. A listing of all suitable campus shelters shall be maintained in the EOC.

The EMC will coordinate with the PIO to determine the best ways to disseminate in-place information to the media.

Administration and Logistics

1. Administration -- Basic administrative and accountability procedures for temporary shelters will be followed as required by the University Business Office.
2. Logistics -- If supplies, materials, and equipment are required, records will be maintained.
3. Public Education -- The EMC will work directly with the PIO to provide periodic information to the campus on pertinent aspects of the campus shelter program and in-place sheltering.

University Emergency Community Shelter Response Checklist

Preparedness Phase

EMC

- Develop campus shelter program
- With PIO, prepare community shelter and in-place sheltering information for local media
- Identify buildings suitable for use as campus shelters
- Implement expedient marking of community shelters
- Keep EOC Staff advised as to status of shelter operations

Response Phase

EMC

- Ensure warning to campus is sounded per established warning criteria
- Keep campus advised during warning period
- Advise campus when warning period terminates
- If tornado strike occurs, advise County EMD
- Coordinate with Law Enforcement

Recovery Phase

EMC

- If disaster has occurred, assess situation and advise County EMC
- Act as advisor to local government during recovery actions

CHAPTER 6

Human Services

Purpose

To support the feeding, clothing, and housing needs of disaster victims and/or special needs groups in time of local emergency.

Assumptions and Planning Factors

All Faculty and Staff employed by the University may be called for assistance in an emergency.

Organization / Responsibilities

1. The Dean of Students will serve as the Human Services Coordinator (HSC) and is a member of the Auxiliary EOT. The Coordinator will advise staff on matters pertaining to Human Services, ensure that activities are administered in an orderly, efficient manner, develop procedures for determining needs of disaster victims, and process inquiries concerning disaster victims.
2. Sodexho will arrange for food to be available and distributed to students in an emergency. They will need to be given a location to set up a distribution center if the Forum is unavailable.
3. Housing -- The Director of Residence Life and the Director of Housing will be responsible to make arrangements for temporary replacement campus housing for students, faculty and staff if necessary. Arrangements should be made in advance with local schools, hotels, and other appropriate locations.
4. Clean-up and Counseling:
 - a. Clean-up and recovery
 - b. Crisis counseling for disaster victims
5. Temporary Shelter -- In case temporary shelter is needed and cannot be found on campus, arrangements should be made with local schools, churches, and other facilities.

Concept of Operations

1. General

- a. To provide for an effective response to a disaster situation, the HSC will coordinate the efforts of various agencies to meet individual human needs.
 - b. Detail tasks are contained in the Emergency Response Checklist.
2. Counseling
 - a. Disaster victims and emergency workers may be provided emergency counseling services. This counseling may occur at several locations and will be coordinated with the Dean of Students, the Campus Counselor, the Chaplain and other agencies as necessary.
3. Supporting Shelter Management
 - a. The Department of Student Affairs staff will assist shelter management by providing services for the sheltered population where possible during the in shelter phase.

Human Services Emergency Response Checklist

Preparedness Phase

Human Services Coordinator

- Alert support staff
- Establish liaison with related agencies
- Provide roster of all staff to Emergency Operating Center (EOC)
- Review plans to recruit volunteers
- Review plans and Standard Operating Procedures
- Coordinate public information with Public Information Officer (PIO)
- Review current resources inventory
- Review readiness of designated facilities and equipment
- Coordinate crisis counseling procedures with Mental Health Coordinator
- Identify needs of special needs groups (handicapped, elderly, etc.)

Response Phase

Human Services Coordinator

- Alert support staff
- Initiate procedures to operate and maintain Registration Centers
- Obtain authorization and request assistance from Red Cross
- Coordinate the staffing of shelters/Congregate Lodging Facilities

- Implement emergency public assistance
- Request assistance from church groups and/or ministerial association
- Advise EOC staff on Human Service Problems and status
- Implement procedures for crisis counseling to victims in coordination with Mental Health Officer
- Coordinate communications support with PIO
- Implement procedures to recruit volunteers

Recovery Phase

Human Services Coordinator

- Advise support staff and related agencies
- Continue crisis counseling in coordination with Mental Health Officer
- Continue status reports to EOC
- Coordinate the distribution of donated goods and clothing
- Keep and maintain record of expenses

CHAPTER 7

Damage Assessment

Purpose

To provide a uniform damage assessment process to document damage from incidents or disasters occurring at Buena Vista University. Information gathered with this process may be used to determine the extent of damage and impact on the University community.

Assumptions and Planning Factors

The prompt and accurate assessment of damage to University property following an incident will be of vital concern to University officials in order to facilitate an effective and rapid response.

Organization / Responsibilities

1. EMC – The EMC manages the damage assessment effort and assigns team leaders. Specific responsibilities include, but are not limited to, the following:
 - a. Serves as primary contact at the University during all phases of an emergency/disaster
 - b. Gathers and organizes information from other agencies and sources
 - c. Manages the damage assessment process
 - d. Activates the Damage Assessment Team
 - e. Makes an initial determination of the extent of the damage
 - f. Submits information to the EOT
 - g. Applies information gathered to local needs, such as recovery and hazard mitigation
2. Damage Assessment Teams (DAT) – Damage assessment teams will consist primarily of personnel knowledgeable of the impacted area.
3. The emergency mission of the DAT is to:
 - a. Respond to the EMC's call for damage assessment
 - b. Work with other team members to collect damage data needed for preliminary, interim and final assessments
 - c. Complete assessments in required time frame

Concept of Operations

1. The first assessment conducted should focus on the people's needs. This begins with identifying the extent of damage to University property. The threshold for determining when to conduct assessments is whenever the disaster is of such magnitude and impact that the University cannot conduct daily operations. The primary focus is on the number of structures that sustained damage. The teams' evaluated extent of damage earmarks a structure in one of following levels of damage: Destroyed, Major, Minor, Affected but Habitable, and Inaccessible. Information gathered by the DAT provides an in-depth look at the disaster event.
2. Preliminary Damage Assessment -- Once a determination is made to activate the DAT, it conducts preliminary data gathering. The DAT conducts on-the-scene surveys and assessment of damage to University property. The information is given to the EOC, who summarizes the data and transmits that report to the EOT.
3. Final Damage Assessment -- The Final Damage Assessment is conducted to update, verify and collect detailed information on damages and their costs. The Final Damage Assessment will begin immediately after the completion of the Preliminary Damage Assessment or as soon after the Initial Damage Assessment as allowed by conditions.

Forming and Training the Teams

Being able to respond quickly with well-trained staff familiar with campus buildings and equipment will help lessen the chaos caused by a disaster event. The EMC will be responsible for forming the response team.

Administration and Logistics

1. Plan Maintenance -- The EMC should meet annually with the DAT to review and/or revise this portion of the plan.
2. Damage Assessment Team:
 - a. Keith Schmidt
 - b. Liz Merten
 - c. Suzette Radke

Damage Assessment Emergency Response Checklist

Checklists are here only for guidance in developing a more specific checklist appropriate for each locality.

Readiness Phase

EMC

- Attend training in the damage assessment process
- Establish central point of contact
- Establish Damage Assessment Teams
- Train Damage Assessment Teams
- Purchase supplies/equipment for Damage Assessment Team such as cellular phones and pagers to facilitate direction and control

Response Phase

EMC

- Notify DAT and other agencies with damage assessment responsibilities
- Define perimeter of disaster area
- Ascertain safety of affected areas prior to sending field teams in for damage assessment
- Coordinate and compile damage reports from DAT and advise EOT
- Train and assign personnel to assist in collecting damage reports. Provide for expedient training of DAT if necessary

Note: Depending on the circumstance, situation and speed of the incident, you may want to activate the Damage Assessment Team during the Response Phase.

Recovery Phase

EMC

- Activate DAT
- Complete the Preliminary Damage Assessment and submit to EOT
- Complete Final Damage Assessment Summary and submit to EOT

DAT

- Complete Preliminary Damage Assessment. Provide information to EMC
- Be prepared for more comprehensive assessment

CHAPTER 8

Resource Management

Purpose

The purpose of the resource management system is to catalog available resources and direct them to areas of need in the most efficient and productive manner possible.

Situation

Buena Vista University does not possess the capability and resources to cope with a major disaster without outside help and resources. Public and private sector organizations and groups would be relied on to provide some resources.

Assumptions and Planning Factors

During an emergency period many resources of all types, both from within and from outside the institution, will become available. Public and private sector organizations and groups will be an important part of the resource management system.

Organization / Responsibilities

1. Prior to a disaster or emergency, the BVU EMC shall have prepared and maintained a resource inventory listing resources by source and quantity for the institution.
2. The EOT through the PIO will use the media to try to minimize the disruption caused by volunteer resources within the disaster area and by the unrequested appearance of resources from without the disaster area.
3. If the available resources are inadequate to meet the need of the institution, the EOT will determine the allocation of the resources including:
 - a. Temporary shelter
 - b. Feeding
 - c. Clothing
 - d. Emergency health services
 - e. Water, fuel, and power supply
 - f. Emergency repair and restoration of damaged vital facilities

Concept of Operations

The EOT is responsible for providing administrative guidance and support concerning resource management and utilizing volunteers. Requests for personnel and equipment must be channeled through the EOT.

Administration and Logistics

Records will be maintained for accounting of materials and supplies used and funds expended in support of emergency or disaster operations.

Resource Management Emergency Response Checklist

Preparedness Phase

EMC

- Maintain local resource list
- Establish resource coordination methods/procedures with other agencies

Response Phase

EMC

- Implement resource management procedures
- Provide overall coordination of resource management activities
- Document any costs related to used resources

Recovery Phase

EMC

- Coordinate return of resources obtained under mutual aid
- Determine resource needs to sustain recovery
- Determine costs

Resource Priorities

1. Emergency Shelter
2. Food and Potable Water
3. Utilities (Gas, Water, Electric)
4. Health (Medical)
5. Manpower
6. Transportation

CHAPTER 9

Pandemic Event

Purpose

The purpose of the Pandemic Event Policy is to prepare and plan for the possibility of pandemic influenza. This document is to help BVU's pandemic planning by establishing a common set of assumptions. These are only assumptions; pandemics are unpredictable and there is no way to know the characteristics of a pandemic virus before it emerges.

Assumptions

- The planning assumptions are reasonable worst-case scenarios. We all hope that the next pandemic is no worse than the one in 1968, which had a relatively small impact. However, our plans will be most useful if we prepare for the high risk pandemic predicted by reasonable public health experts. (*) An extreme 1918-like scenario is not considered here, nor is considered likely. So, keep in mind that these assumptions depend on the severity of a pandemic outbreak.
- The assumption is that the first pandemic influenza outbreak will occur outside the United States, mostly likely in South East Asia. The pandemic's first impact will likely be to students and/or faculty who travel abroad, or plan to do so. WHO, CDC, and BVU will impose travel restrictions. BVU may call people back and cancel planned travel. As with SARS, international travelers will be subject to restrictions and screening.
- The assumption is that, in the U.S., the pandemic influenza wave will last approximately 10 weeks, during which multiple community outbreaks will occur across the country. (10 weeks is the average of 8 to 13 weeks, which is the estimated wave length).
- The assumption is the wave will occur during the fall or spring semester. (Historically, the largest waves will have occurred in the fall and winter, but the seasonality of a pandemic can not be predicted with any certainty.)
- The assumption is the first U.S. outbreak will occur in major metropolitan areas where there is a high rate of international travel.

- The assumption is that on their own initiative, BVU students may begin to leave campus when the first outbreaks occur.
- The assumption is that the outbreak will last 6 to 8 weeks.
- The assumption is that we should expect to suspend classes for 7 to 10 weeks if a severe outbreak occurs.
- The assumption is that a pandemic will have an impact from a community outbreak to employees who will choose to stay home, and employees who need to stay home to care for children or family members.
- The assumption is that absenteeism may reach 40 percent for periods of approximately 2 weeks at the height of the pandemic wave, with lower levels of staff absent for a few weeks on either side of the peak.
 - More Pessimistic Scenario: Employee absenteeism may be worse. Certain public health measures (closing schools, isolation of household contacts of infected individuals) are likely to increase rates of absenteeism. A study by Harvard School of public Health suggests that approximately 70% of the public will choose to remain at home in an influenza pandemic.
 - More Optimistic Scenario: Absenteeism may be less severe Public Health Officials are planning several measures to “quench” through “hotspot: control a pandemic, which would result in few infections.

() A pandemic's severity depends on influenza's transmissibility, morbidity, and mortality. H5N1 influenza appears to have a high human case fatality rate (over 50%), but experts believe that even a severe pandemic would have a much lower case fatality rate. CDC's pandemic model uses attack rates (people with clinical cases) of 15–35%, which compare to 20, 25 and 40% for seasonal flue, the 1957 Pandemic and the 1918 Pandemic, respectively. CDC's model uses case fatality rates of 0.2–0.4%, which compare to 0.008, 0.2 and 2.5% for seasonal flue, the 1957 pandemic and the 1918 pandemic, respectively.*

Continuity of Operations during a Pandemic

- During the period of contagion (wave), assume there will be significant economic disruptions, including inventory shortages, shipment delays, and reduced business activity. Critical supplies may not be available. International shipments and travel may be severely curtailed.

- For the purposes of fiscal impact planning, BVU assumes that there will be two 10 week waves, one each during the fall and spring semester. In each wave, BVU will suspend classes and be otherwise impacted for a period of 7-10 weeks.
- Essential functions must continue. Personnel who support remaining BVU essential functions must report to work, if they have not been exposed.
- Assume that contagious employees will come to work, both asymptomatic and symptomatic employees who feel compelled to work. Steps need to be taken to minimize this risk.
- For planning purposes, assume that 20 percent of BVU leadership positions become ill, and can not perform their duties.
- After the wave has passed, assume that resumption of normal campus activities will be slow and difficult. There may be losses of loved ones, friends, and coworkers. Those who become ill and survive may take months to fully recover. Exhausted caregivers will need rest, time off to get their affairs in order, and mental health support. Business will be slow to recover, slow to replenish inventories, and slow to replace labor. Economic losses during the pandemic may be severe.

Organization and Responsibilities

1. Response to a pandemic event shall be carried out under the general direction of the EOT.
 - a. The Director of Health Services will be responsible for monitoring current events and trends of a pandemic event.

Concept of Operations

- Upon receipt of current information and recommendations by Government Officials, the University will refer to and implement established procedures. These will include but are not limited to the attached Checklist and Levels. Realizing the University may go straight to level (3).

Pandemic Event Check List

Level 1

- Activate Assessment Team See Emergency Management Plan

- Establish a structure for recording and reporting key activities, events, and decisions made during the crisis and a method for evaluating the effectiveness of the execution of the emergency response once in recovery.
- Monitor situation through any and all means, I.e. public health etc. BVU Health Services Monitor all resources (CDC, WHO, ACHA websites for the latest developments and updates on planning recommendations & local public health department).
- Contact Media Relations Director of Marketing and Communications
 - Calling tree
 - Means of communication with students, staff, faculty, parents & outside consistencies including Internet, landlines and cell phones, postering and hand radios.
 - Website: status of planning
 - Establish communication with Public Health
- Monitor travel by Students, staff and faculty. Prepare lists and scheduled travel plans (includes international students) VPAA/Associate Dean of Faculty and VP Student Services and Dean of Students determine locations of faculty/staff//student study groups and travel schedules, advising appropriately. This includes incoming visitor groups to campus i.e. ACES.
- Consider restricting movement on/off campus for activities/athletic events. Assessment team considers restricting movement on/off campus.
- Inventory and increase stockpiles of food, water, paper products etc. Sodexo Inventory and stockpile food. (\$) & health services appendix A)(%)
- Ensure food delivery process and supplies are planned. Sodexo plan for ensuring food delivery process.
- Ensure adequate supplies for health care. BVU Health Services ensuring adequate supplies (\$) Appendix A N95 respirators (essential personnel i.e. health services, security)
- Training/Information of Avian Flu BVU Health Services/UMC prepare website/training/information Appendix C ACHA, NCAA, Athletic Directors of other colleges sample #2 and FAQ's from American College Health Association guidelines

- Initiate campaign on self-protection. UMC initiate campaign for self protection through website; Health Services through educational booths and trainings etc.
- Create procedure on transporting individual(s) to hospital. Campus Security provide transportation to BVRMC when needed
- Draft internal/external bulletins and announcements. UMC draft bulletins and announcements. Consider Appendix C sample #1
- Identify potential rooms/buildings to be used for quarantined students. Facilities Management/Health Services/Residence Life ID potential rooms
- Identify essential personnel. Emergency Management coordinator/Health Services/HR identify all possible personnel considered essential to a pandemic event. IE. maintenance, custodial, grounds, health services, security
- Prepare a leave policy specific to Pandemic Influenza. HR to prepare a leave policy specific to PI
- Essential personnel receive training on respiratory protection. BV Health Services train on respiratory protection.
- Identify risk exposures for which insurance can and cannot be obtained, including associated financial impact. Business office ID risk exposures for insurance
- Identify steps that must be taken to monitor and protect insurance coverage. Business office
- Assess supplemental telecom/computing hardware/software needs. Information Technology assess supplemental telecom/computing needs
- Develop webpage support.
- Develop telephone trees for offices.
- Develop plan for adding volunteers to public email addresses.
- Develop plan for distributing incoming and outgoing communication including phone trees, webpage and list serve. Consider development of plan for distributing calls to homes or phone banks, updating webpage and list serve
- PC to provide guidance to VPAA to initiate class management policy. Which learning experiences continue in face-to-face mode, which converts to online, which are temporarily suspended. Policy may vary from site to site.

- PC to initiate Academic program chain of responsibility. VPAA, Associate Dean of Faculty/Associate Academic Dean External Programs, Dean School of Science, Dean School of Education, Dean School of Business, Dean School of Liberal Arts.
- Develop communication to include Buena Vista University Centers, to ensure continuity and support.

Level 2

- Essential personnel receive N95 respirators. BV Health Services/Campus Security Fit test for and distribute N95 respirators to essential personnel
- Implement policy on transporting individuals to hospital. Campus Security implement procedure for transporting to hospitals
- Arrange for additional bio hazard waste pickups. Facilities Management arrange for additional bio-hazard pickups (GRP & Associates)
- Write phone scripts for phone trees. UMC write scripts for phone trees
- Write/update bulletins for website etc. UMC write update bulletins for websites
- Require all faculty/staff to report all flu cases to the incident commander.
- Set up housing needs for quarantined (separation and restriction of movement of those who are not ill but believed to have been exposed) students. Res Life set up housing needs
- Identify meal delivery need and method for quarantined students. Res Life & Sodexo identify meal delivery needs and methods for students
- Isolate (separating individuals with illness from the general population and restricting their movement within the general population until they are no longer contagious(16-19 days). BV Health Services isolate and monitor suspected cases (communication protocols for surveillance and reporting illness in the residence halls).
- Identify contacts with suspect case if possible. (contact report)
- Establish phone triage for health services. Health Services establish phone triage
- Initiate pre-event counseling. Develop plan with counseling services for providing 24/7 counseling services for students, staff, and faculty including protocols for providing services via telephone and internet. BV Health Services & Counseling Center initiate pre-event counseling.

- Communicate with insurance carriers on evolving campus issues. Business office communicate with insurance carriers
- Purchase/contract for supplemental telecommunications/computing equipment. Information Technology purchase/contract for supplement telecoms.
- PC to direct redirection of learning modes (transfer to online, individualized instruction, syllabus modification) and/or closing of selected activities

Level 3

- Recommend close of campus and suspension of activities. Reduce the number of students remaining on campus by canceling classes and sending students home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain. Note: Even though administration does not make the decision to cancel major aspects of the academic operation, the perception of risk and/or the presence of disease will result in high absenteeism from work and classes such that the decision is forced.
- Ensure each area of operations functions are covered. Assessment team ensure each area of operations are covered
- Secure buildings and post signage. Campus Security secure buildings
- Be prepared to shut off utilities as directed if necessary. Facilities Management be prepared to shut off utilities
- Activate plan to quarantine students in conjunction with the guidance from public health. Assessment team activate plan to quarantine
- Isolation rooms (Negative Pressure) Facilities Management/Health Services to determine space.
- Locate people who were in contact with patients if possible. BVU Health Services (contact information sheet)
- Arrange for screening for suspected contacts. BVU Health Services in conjunction with Public Health or medical clinics.
- Arrange Counseling services. BVU Counseling Services (24/7 via phone & internet)
- Work with Government entities as required. Emergency Management Coordinator work with Government. Law enforcement, public health, hospitals etc.

- Assess actual risk/insurance claim issues. Business Office maintain list of insurance claims/ loss
- PC to direct VPAA, and others, to determine cost differentials for learning. Determining when to refund and the amount of refund to students; direction to faculty for modifying student expectations given the amount of time class was suspended and/or altered.

Recovery Phase

- Establish the criteria for calling an end to the pandemic event and resuming campus business and activities.
- Communication resumption of business to employees, students, and other partners and constituencies.
- Develop the sequence and timeline for restoration of operations and essential services/activities.
- Develop a plan to debrief faculty, staff, and students post-event, and provide resources for assisting those in need of psychological, financial, and social support.
- Establish a post-event debriefing.